



Board of Governors Meeting
West Plains Civic Center, Magnolia Room
Friday, 6/13/2025
8:30 AM - 2:00 PM CT

I. Roll Call *Presented By: Governor Tim Francka*

II. Approval of Minutes *Presented By: Governor Tim Francka*

A. Approval of the open and closed minutes of the Board of Governors Meeting of May 8, 2025

II.A. Open Minutes of the Board of Governors Meeting of May 8, 2025 - Page 5

III. Consent Agenda *Presented By: Governor Tim Francka*

A. Academic Affairs

1. Approval of Revisions to the Faculty Handbook (Springfield Campus)

III.A.1. Approval of Revisions to the Faculty Handbook (Septennial Review) - Page 12

B. Facilities and Equipment

1. Approval of Activity Report for the month of April 2025

III.B.1. Approval of Activity Report for the month of April 2025 - Page 179

2. Approval of Activity Report for the month of May 2025

III.B.2. Approval of Activity Report for the month of May 2025 - Page 183

C. Human Resources

1. Approval of Actions Concerning Academic Employees

III.C.1. Approval of Actions Concerning Academic Employees - Page 186

2. Approval of Actions Concerning Nonacademic Employees

III.C.2. Approval of Actions Concerning Nonacademic Employees - Page 217

3. Approval of Actions Concerning Employee Salary Increases Effective July 1, 2025

III.C.3. Approval of Actions Concerning Employee Salary Increases Effective July 1, 2025 - Page 224

4. Approval of Actions Concerning Employee Salary Increases Effective August 1, 2025

III.C.4. Approval of Actions Concerning Employee Salary Increases Effective August 1, 2025 - Page 269

5. Approval of FY2026 Additional Fringe Benefits to be Funded by Missouri State University

III.C.5. Approval of FY2026 Additional Fringe Benefits to be Funded by Missouri State University - Page 289

6. Approval of FY2026 Additional Fringe Benefits to be Funded by Missouri State University Foundation

III.C.6. Approval of FY26 additional fringe benefits to be funded by the Missouri State University Foundation - Page 291

7. Approval of Amendments to the Employee Handbook for Administrative, Professional, and Support Staff Employees and Related Policies
III.C.7. Approval of Amendments to the Employee Handbook for Administrative, Professional, and Support Staff Employees and Related Policies - Page 293

D. President

1. Approval of Employment Agreements for University Athletics
III.D.1. Approval of Employment Agreements for University Athletics - Page 307

E. Procurement and Financial

1. Approval of Procurement Activity Report
III.E.1. Approval of Procurement Activity Report - Page 309

F. Student Affairs

1. Approval of Revisions to the Code of Student Rights and Responsibilities
III.F.1. Approval of Revisions to the Code of Student Rights and Responsibilities - Page 318

G. West Plains Campus

1. Approval of Actions Concerning Nonacademic Employees
III.G.1. Approval of Actions Concerning Nonacademic Employees - West Plains - Page 359
2. Approval of Revisions to the Missouri State University-West Plains Faculty Handbook
III.G.2. Approval of Revisions to the Missouri State University-West Plains Faculty Handbook - Page 360
3. Approval of Employment Agreements for University Athletics - West Plains
III.G.3. Approval of Employment Agreements for University Athletics-West Plains - Page 425

IV. Committee Reports

- A. Risk Management and Audit Committee *Presented By: Governor Melissa Gourley*
- B. Programs and Planning Committee *Presented By: Governor Tim Francka*
- C. Finance and Facilities Committee *Presented By: Governor Travis Freeman*

V. President's Report *Presented By: President Richard B. Williams*

VI. West Plains Campus

- A. Making Our Missouri Statement – Counseling Center and HOPE *Presented By: Dr. Dennis Lancaster, Chancellor of the West Plains Campus*
- B. Faculty Senate Report *Presented By: Tresa Ryan, Immediate Past Chair of Faculty Senate, West Plains*
- C. Staff Senate Report *Presented By: Trish Smith, Immediate Past Chair of the Staff Senate, West Plains*
- D. Student Government Association Report *Presented By: Max Bittle, Student Body President, and Michell Robles, Student Body Vice President*
- E. Chancellor's Report *Presented By: Dr. Dennis Lancaster, Chancellor of the West Plains Campus*

VII. Executive Vice President's Report *Presented By: Zora Mulligan, Executive Vice President*

VIII. Academic Affairs

A. Provost's Report *Presented By: Dr. Tammy Jahnke, Interim Provost*

1. Hiring Update

IX. Student Affairs

A. Student Body Report *Presented By: Collin Chastain, Student Body President and Sam Wang, Student Body Vice President*

IX.A. SGA Report - Page 427

B. Student Affairs Report (written report) *Presented By: Dr. Dee Siscoe, Vice President for Student Affairs*

IX.B. Student Affairs Report - Page 428

X. Athletics *Presented By: Patrick Ransdell, Director of Athletics*

XI. Facilities and Equipment *Presented By: Matt Morris, Vice President for Administration and Finance*

A. Approval of a project budget and construction management at risk firm with authority to enter into an agreement for professional construction management services in conjunction with the renovation at Cheek Hall

XI.A. Approval of project budget and CMAR - Cheek Hall - Page 431

XII. Financial

A. Approval of FY2026 Internal Operating Budget *Presented By: Matt Morris, Vice President for Administration and Finance*

XII.A. Approval of FY2026 Internal Operating Budget - Page 433

B. Development Report (written report) *Presented By: Brent Dunn, Vice President for University Advancement*

XII.B. Development Report - Page 434

XIII. Community and Global Partnerships

A. Sponsored Research Report (written report) *Presented By: Brad Bodenhausen, Vice President for Community and Global Partnerships*

XIII.A. Sponsored Research Report - Page 436

XIV. Information Services

A. Information Services Report (written report) *Presented By: Jeff Coiner, Chief Information Officer*

XIV.A. Information Services Report - Page 440

XV. Old Business

A. Approval of Revisions to G1.01 Bylaws of the Board of Governors *Presented By: Rachael Dockery, General Counsel and Vice President for Legal Affairs and Compliance*

XV.A. Approval of Revisions to G1.01 Bylaws of the Board of Governors - Page 441

B. Approval of Revisions to G1.02 Conflict of Interest and Financial Disclosure *Presented By: Natalie B. McNish, Director of Internal Audit and Risk Management*

XV.B. Approval of Revisions to G1.02 Conflict of Interest and Financial Disclosure - Page 462

C. Approval of the 2025-2030 Strategic Plan *Presented By: President Richard B. Williams*

XV.C. Approval of the 2025-2030 Strategic Plan - Page 472

D. Approval of Revisions to the 2025 Missouri State University Board of Governors Meeting Schedule *Presented By: Governor Tim Francka*

XVI. New Business

**A. Approval of the 2026 Missouri State University Board of Governors Meeting
Schedule *Presented By: Governor Tim Francka***

XVI.A. Approval of the 2026 Board of Governors Meeting Schedule - Page 476

**B. Approval of Resolution of Recognition for Dr. Dennis Lancaster *Presented
By: President Richard B. Williams***

XVI.B. Approval of Resolution of Recognition for Dr. Dennis Lancaster - Page 479

**XVII. Resolution Authorizing Closed Meeting, Pursuant to the Revised Statutes of
the State of Missouri 610.021**

XVII. Closed Meeting Resolution - Page 480

XVIII. Adjournment *Presented By: Governor Tim Francka*

**MINUTES OF THE
BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
THURSDAY, MAY 8, 2025**

The Board of Governors for Missouri State University held a meeting in the Robert W. Plaster Student Union, Traywick Parliamentary Room 313 on the Missouri State University campus in Springfield, Missouri on Thursday, May 8, 2025, with Governor Tim Francka, Chair of the Board of Governors, presiding. Governor Francka called the meeting to order at 1:00 p.m.

Roll Call

Present – Tim Francka, Chair of the Board
Anson Elliott, Governor
Travis Freeman, Governor
Melissa Gourley, Governor
Lynn Parman, Governor
Jeff Schrag, Governor

Absent – Ann Kampeter, Governor
Chris Waters, Governor

Also present – Richard B. Williams, President
Brad Bodenhausen, Vice President for Community and Global Partnerships
Jeff Coiner, Chief Information Officer
Rachael Dockery, General Counsel and Vice President for Legal Affairs & Compliance
Brent Dunn, Vice President for University Advancement
Tammy Jahnke, Interim Provost
Dennis Lancaster, Chancellor of the West Plains Campus
Natalie McNish, Director of Internal Audit and Risk Management
Matt Morris, Vice President for Administration and Finance
Zora Mulligan, Executive Vice President
Patrick Ransdell, Director of Athletics
Suzanne Shaw, Vice President for Marketing and Communications
Dee Siscoe, Vice President for Student Affairs
Mark Smith, Dean of the McQueary College of Health and Human Services
Rowena Stone, Secretary to the Board of Governors

Approval of Minutes

Governor Francka called for a motion to approve the open and closed minutes of the regular meeting of February 21, 2025. Governor Travis Freeman provided a motion, receiving a second from Governor Anson Elliott.

Motion passed 6-0.

Consent Agenda

Governor Francka noted that the next item of business on the agenda was the approval of the consent agenda. Items included in the consent agenda:

President

Approval of Employment Agreements for University Athletics (Human Resources No. 1783-25)

Approval of Appointment of Zora Mulligan as Chancellor of the West Plains Campus

Facilities and Equipment

Approval of Activity Report for the month of March 2025 (Activity Report No. 338-25)

Approval of proposal and award of a contract to resolve the water infiltration issues at Plaster Stadium East Grand Stand (Bids & Quotations No. 1629-25)

Approval of Escrow Agreement and General Warranty Deed to Missouri Highways and Transportation Commission to allow for a roundabout project on Highway 266 near Kindrick Farm (Agreement No. 486-25)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources No. 1784-25)

Approval of Actions Concerning Nonacademic Employees (Human Resources No. 1785-25)

Procurement and Financial

Approval of Procurement Activity Report (Purchasing Activity Report No. 544-25)

West Plains Campus

Approval of Actions Concerning Academic Employees (West Plains Personnel No. 508-25)

Approval of Actions Concerning Nonacademic Employees (West Plains Personnel No. 509-25)

Approval of Expenditures to Implement Student-Approved Capital Projects (West Plains Finance No. 38-25)

Approval of Mr. Crockett W. Oaks, Jr. as the recipient of an Honorary Associate of Arts degree in General Studies from Missouri State University-West Plains (West Plains Awards No. 14-25)

Governor Lynn Parman provided a motion for approval of the consent agenda, receiving a second from Governor Melissa Gourley.

Motion passed 6-0.

Making Our Missouri Statement – Board of Governors

Dr. Dee Siscoe, Vice President for Student Affairs, called upon Mary Ann Wood, Director of Public Affairs Support, to announce the recipients of the 2025-2026 Excellence in Public Affairs Awards. Faculty recipients included Dr. Tayo Obafemi-Ajayi, Associate Professor in the Cooperative Engineering Program; Dr. Gordana Lazic, Associate Professor in Communication, Media, Journalism and Film; and Sara Tipton, Clinical Assistant Professor in the School of Teaching, Learning, and Developmental Sciences and Director of Internship Academy. Staff recipients included Campbell Keele, Coordinator of Transfer Initiatives; Alaina Smith, Assistant Director for Access and Success Programs; and Bart Tibbs, Assistant Director of Admissions-Transfer Outreach and Recruitment. Governor Francka recommended approval of the resolution to acknowledge the 2025-2026 Excellence in Public Affairs award recipients (Awards No. 120-25). Governor Elliott provided a motion, receiving a second from Governor Jeff Schrag.

Motion passed 6-0.

Committee Reports

Governor Francka provided a report on the Executive Committee meetings of March 19 and April 16 and on the Programs and Planning Committee meeting from earlier in the day.

Governor Gourley provided a report on the Risk Management and Audit Committee meeting of April 23, 2025.

Governor Freeman provided a report on the Finance & Facilities Committee meeting from earlier in the day.

President's Report

President Richard B. Williams presented a resolution for approval of former Missouri State University employees to be added to the Wall of Fame (Awards No. 121-25). He reviewed the 2025 inductees: Kathy Davis and Don Simpson. Governor Elliott provided a motion for approval, receiving a second from Governor Schrag.

Motion passed 6-0.

President Williams provided a government relations update, sharing information on degree authorization and budget recommendations. He provided an overview of work with consultants on brand research, enrollment review, and scholarship evaluation. Additional highlights of his report included information on the strategic plan, new hires, ongoing searches, campus events, updates to the Welcome Center, academic accomplishments, commencement numbers, athletics accomplishments, and the creation of faculty and staff ombuds positions. He concluded his report

by thanking faculty, staff, and SGA leadership and Susan Hardy who served as student representative to the Board of Governors and welcoming new leaders.

Executive Vice President's Report

Zora Mulligan, Executive Vice President; Dr. Julie Masterson, Associate Provost and Dean of the Graduate College; and Brad Bodenhause, Vice President for Community and Global Partnerships, provided an enrollment update. Highlights of their presentation included Fall 2025 enrollment indicators for prospective first-time new in college, transfer, continuing undergraduate, and international students. Ms. Mulligan concluded her report by sharing additional information on scholarship review and enrollment recommendations.

West Plains Campus

Dr. Dennis Lancaster, Chancellor of the West Plains Campus, provided an update on happenings of the West Plains Campus. Highlights of his report included information on the new Carnegie Classification for Missouri State University-West Plains, Higher Learning Commission (HLC) self-study and assessment update, Grizzly sports season review, and commencement numbers for Saturday's ceremony.

Academic Affairs

Dr. Scott Zimmerman, outgoing Chair of Faculty Senate, provided a report on happenings of Faculty Senate. Highlights of his report included restructuring, curriculum approvals, and ongoing concerns of faculty morale.

Dr. Tammy Jahnke, Interim Provost, presented a resolution of appreciation for Dr. Scott Zimmerman, outgoing Faculty Senate Chair (Recognition No. 30-25) for approval. Governor Parman provided a motion for approval, receiving a second from Governor Gourley.

Motion passed 6-0.

Dr. Jahnke announced the recipients of the Missouri State Foundation Awards for Excellence:

- Foundation Award for Excellence in Research
 - Dr. Amy Hulme – Associate Professor, School of Health Sciences, McQueary College of Health and Human Services
 - Dr. Day Ligon – Professor, Biology, College of Natural and Applied Sciences
- Foundation Award for Excellence in Teaching
 - Natalie Allen – Clinical Associate Professor, School of Health Sciences, McQueary College of Health and Human Services
 - Dr. Amber Howard – Assistant Professor, Childhood Education and Family Studies, College of Education
- Foundation Award for Excellence in Service
 - Dr. Christine Sudbrock – Assistant Professor, School of Hospitality and Agricultural Leadership, Darr College of Agriculture
 - Dr. Randi Ulbricht – Associate Professor, School of Health Sciences, McQueary College of Health and Human Services

Dr. Jahnke provided an update on dean searches. Dr. David Richards has been hired as the Dean of University Libraries and the search for the dean of the graduate college is underway.

Dr. Jahnke concluded her report by providing an update on the Continuous Agility Process (CAP) and its goals: academic opportunities, artificial intelligence, data analytics, HLC preparation, learning environment upgrades, mental health and well-being, research strategy, shared governance, and student success.

A break was observed from 2:34 p.m. to 2:45 p.m.

Student Affairs

Tamia Schiele, Student Body President, provided a report on happenings of the Student Government Association (SGA) and the student body. Highlights of her report included updates on platform initiatives: internal reform, intentional engagement, and student advocacy.

Dr. Siscoe presented a resolution for approval of an offer of commendation to Tamia Schiele for service as Student Body President (Recognition No. 31-25) and a resolution for approval of an offer of commendation to Collin Chastain for service as Student Body Vice President (Recognition No. 32-25). Governor Freeman provided a motion for approval of both resolutions, receiving a second from Governor Gourley.

Motion passed 6-0.

Staff Senate

Campbell Keele, Chair of Staff Senate, provided a report on happenings of Staff Senate. Highlights of her report included updates on increasing involvement and attendance with Staff Senate and collaboration with Faculty Senate and SGA.

Matt Morris, Vice President for Administration and Finance, presented a resolution for an offer of commendation to Campbell Keele for service as 2024-2025 Staff Senate Chair (Recognition No. 33-25). Governor Schrag provided a motion for approval, receiving a second from Governor Elliott.

Motion passed 6-0.

Facilities and Equipment

Mr. Morris presented a resolution for approval of proposal and award of a contract to replace the roof and tuckpointing at Sunvilla Tower (Bids & Quotations No. 1630-25).

Governor Parman provided a motion for approval, receiving a second from Governor Elliott.

Motion passed 6-0.

Mr. Morris presented a resolution for approval of bids and award of a contract for infrastructure support for broadcasting at Plaster Stadium (Bids & Quotations No. 1631-25).

Governor Freeman provided a motion for approval, receiving a second from Governor Elliott.

Motion passed 6-0.

Closed Session

It was determined that the Board of Governors needed to meet in a closed session to consider items of business provided in the Revised Statutes of Missouri. Governor Francka asked if a resolution authorizing a closed meeting of the Board was prepared. Thereupon, the following resolution was presented for consideration:

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to:

R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...” and

R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...” and

R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”

Governor Elliott provided a motion for approval, receiving a second from Governor Parman.

A roll call vote on the motion was as follows: those voting in favor – Governors Elliott, Francka, Freeman, Gourley, Parman, and Schrag; those voting against – none; those absent – Governors Kampeter and Waters.

The open meeting recessed at 3:04 p.m. to go into closed session.

The open meeting reconvened at 3:48 p.m.

Other Business

President Williams shared that Board appointments from Governor Keheo are anticipated to occur after legislative session is over.

President Williams and Rowena Stone, Secretary to the Board, provided details on commencement changes for the Board.

Adjournment

With no additional information needing to be discussed, Governor Francka called for a motion to adjourn the meeting. Governor Elliott provided a motion, receiving a second from Governor Schrag.

Motion passed 6-0.

The meeting adjourned at 3:56 p.m.

Tim Francka
Board Chair

Approved at the meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

III.A.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

FACULTY POLICIES NO. 145-25
Faculty Handbook Proposed Revisions
(Septennial Review)

WHEREAS, the Provost, the Faculty Senate, the Faculty Handbook Revision Committee, and the General Counsel the Faculty Handbook should be revised to include new titles and terms that have changed over the past four years, description of the online faculty review processes and other minor changes to terminology; and

WHEREAS, the proposed changes will provide additional clarifications as outlined in the attached redlined version;

NOW, THEREFORE, BE IT RESOLVED that Faculty Handbook be approved as submitted.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board



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EXPLANATORY NOTE

This Faculty Handbook reflects the policies of Missouri State University in effect as of the date of publication. It prescribes the conditions of employment of all members of the faculty, both ranked and unranked. The Faculty Handbook represents University-wide policy and takes precedence over policy promulgated by departments, colleges, or other units within the University. This does not preclude departments, colleges, or other units within the University from issuing policy documents separate from the Faculty Handbook; however, while all such documents may amplify, add detail to, and expand upon policies contained in the Faculty Handbook, all policy disputes shall be resolved in favor of those contained in the Faculty Handbook.

Chapters 1 through 15 rescind all prior related Senate actions, all prior related administrative policies and procedures, and all faculty handbooks issued prior to 2014. This edition does not, however, rescind Appendix A: Intellectual Property Rights nor Appendix B: Financial Exigency Policy. This Faculty Handbook shall remain the policy of the University until amended according to procedures prescribed herein.

This handbook reflects the policies of Missouri State University-Springfield (Springfield Campus) and the research campus in Mountain Grove; it does not reflect the policies of Missouri State University-West Plains (West Plains Campus).

NONDISCRIMINATION POLICY STATEMENT

Consistent with G1.05 Non-Discrimination Policy Statement, Missouri State University does not discriminate on the basis of any protected class recognized by applicable federal or state law. The University maintains a grievance procedure incorporating due process available to any persons who believes that he or she has they have been discriminated against, as delineated in that policy.

~~See also Op1.02-6 Equal Opportunity Policy. is a community of people with respect for diversity. The University emphasizes the dignity and equality common to all persons and adheres to a strict nondiscrimination policy regarding the treatment of individual faculty, staff, and students. In accord with federal law and applicable Missouri statutes, the University does not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, disability, veteran status in employment or in any program or activity offered or sponsored by the University. Prohibited sex discrimination encompasses sexual harassment, which includes sexual violence. In addition, the University does not discriminate on any basis (including, but not limited to, political affiliation and sexual orientation) not related to the applicable educational requirements for students or the applicable job requirements for employees. This policy shall not be interpreted in a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.~~

~~The University maintains a grievance procedure incorporating due process available to any persons who believe they have been discriminated against. Missouri State University is an Equal Opportunity/Affirmative Action/Minority/Female/Veterans/Disability/Sexual Orientation/Gender Identity employer. Inquiries concerning the complaint/grievance procedure related to sex discrimination (including sexual harassment and sexual assault) should be addressed to the Title IX Coordinator, Carrington Hall 205, 901 S. National Ave., Springfield, Missouri 65897. TitleIX@missouristate.edu, (417) 836-8506, or to the Office of Civil Rights. All other inquiries concerning the grievance procedure, Affirmative Action Plan, or compliance with federal and state laws and guidelines should be addressed to Equal Opportunity Officer, Office for Institutional Equity and Compliance, Carrington Hall 205, 901 South National, Springfield, Missouri 65897, equity@missouristate.edu, (417) 836-4252, or to the Office for Civil Rights. (Res. Board Policies No. 70-11; Bd. Min. 10-28-11.)~~

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1. –PURPOSE, ORGANIZATION, AND GOVERNANCE

1.1. –Mission

1.1.1. Mission Overview

~~Missouri State University is a comprehensive institution offering undergraduate and graduate programs, including the professional doctorate. The university educates students to be global citizen scholars committed to public affairs. Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.~~

The academic experience is grounded in a general education curriculum ~~which-that~~ draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values, and institutions in society.

The Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve. Missouri State University-Springfield is a selective admissions, graduate level teaching and research institution, ~~providing seated, online, blended, and hybrid instruction.~~ Missouri State University-West Plains is a separately accredited open admissions campus primarily serving seven counties in south central Missouri. Missouri State University-Mountain Grove serves Missouri's fruit industry through operation of the State Fruit Experiment Station. ~~Missouri State Outreach provides anytime, anyplace learning opportunities through telecourses, Internet-based instruction, iTunes U and its interactive video network.~~ The University also operates various other special facilities, such as the Darr Agricultural Center in southwest Springfield, the Journagan Ranch in Douglas County, the Jordan Valley Innovation Center in downtown Springfield, the Bull Shoals Field Station near Forsyth, Baker's Acres and Observatory near Marshfield, ~~eleven satellite campus locations in southwest Missouri and northeast Oklahoma the Missouri State University Graduate Center in Joplin,~~ and a branch campus at Liaoning Normal University (LNU) in Dalian, China.

This Faculty Handbook is applicable to those faculty associated and employed with the Springfield campus.

1.1.2. Public Affairs Mission

Missouri State University was granted a statewide mission in public affairs in 1995. The public affairs mission defines a primary way in which an education from Missouri State is different from that of other universities and one way by which we educate our students to imagine the future. The public affairs mission has three pillars: ethical leadership, cultural competence, and community engagement.

- ~~• Ethical leadership requires students to articulate their value systems, act ethically within the context of a democratic society and demonstrate engaged and principled leadership.~~
- ~~• Cultural competence requires students to recognize and respect multiple perspectives and cultures.~~
- ~~• Community engagement requires students to recognize the importance of contributing their knowledge and experiences to their own community and the broader society.~~

Further details about the Public Affairs Mission may be found on the Missouri State website.

1.1.3. University's General Mission

Missouri State University declares as its mission the advancement of learning, scholarly inquiry, and service. Consistent with its history, traditions, and continuing growth, the University's mission is achieved through the development of quality and excellence in Teaching, Research, and Service (see Chapter 4 for specific definition).

The University's general mission is further enhanced through a strong foundation of collegiality, professionalism, and ethical leadership, and by a comprehensive network of support programs.

1.1.3.1. Teaching

While the University recognizes the individual importance and collective synergies of Teaching, Research, and Service, its first obligation is to the teaching of undergraduate and graduate students. To provide quality learning experiences, Missouri State University subscribes to the following broad educational objectives:

- To provide educational opportunities that enable students to develop and enhance the capacity for scholarly inquiry and critical reasoning, the facility to synthesize knowledge from various disciplines and within a specific discipline, and the ability to undertake and advance self-directed learning.
- To ensure that all undergraduate educational programs are supported by a quality general education curriculum that provides a foundation for advanced undergraduate and graduate studies.
- To instill in each student an appreciation and understanding of the interrelationships among diverse branches of knowledge.
- To provide students with the opportunity to acquire a depth of knowledge in at least one academic field of study and to pursue discipline-based studies and research at the graduate level.
- To provide students with the opportunity to understand and apply early the mutual benefits of tying mind and body.
- To promote a learning environment in ~~coursework and the classroom and through~~ mentoring that encourages students to grow and recognize their full potential, and to engage in life-long learning and self-actualization.
- To instill in students a sense of civic responsibility and engagement in activity for the public good consistent with the Public Affairs Mission.

1.1.3.2. Research

Tenured and tenure track faculty are expected to engage in scholarship related to their discipline or profession, customarily denoted in academia as Research. The activities that constitute Research vary broadly depending on the field of study. These include the discovery, synthesis or integration, and application of knowledge as well as creative activity and criticism based on scholarly inquiry. As such, Research may span the range from artistic creation to the process of discovery in technical fields.

Research should produce outcomes that are disseminated publicly and subjected to appropriate critical review. This not only contributes to the advancement of a field of study, but also serves as a measure of the expertise and productivity of a faculty member and a department. Faculty research often includes student involvement, and as such, extends the educational experience beyond the classroom and also provides a venue for mentoring.

The scope of research at the University encompasses individual and collaborative faculty projects and the activities of the University's various research centers.

Financial support for Research comes from competitive institutional sources such as Faculty Research Grants and Fellowships and from external sources such as competitive grants and contracts from organizations and agencies.

1.1.3.3. Service

The role of service at Missouri State University is to make available the University's resources and human expertise for the purpose of meeting needs or solving problems of various constituencies both within and beyond the University. The most important service resources of the University are the diverse and specialized talents of the faculty. Service to the University through committee work, assistance to student organizations, and other activities represents a critical contribution to the operation and development of the institution through shared governance, and enhances the Teaching and Research missions. The scope of service also includes consultations and application of disciplinary knowledge and expertise to address the needs of professional organizations and public constituencies.

These service activities within the University and with public and private partners represent a collaborative effort for the common good and contribute to the University's Public Affairs Mission.

1.1.3.4. Collegiality

The community of scholars that is Missouri State University fulfills the University's general mission and its public affairs focus guided by these values and beliefs:

- Practicing personal and academic integrity
- Being a full participant in the educational process, and respecting the right of all to contribute to the "Marketplace of Ideas."
- Respecting the integrity of peers and associates by treating all persons with civility, while understanding that tolerating an idea is not the same as supporting it.
- Being a steward of the University's resources.

Collegiality among colleagues is a vital asset to the University community. The University community values collegiality less as a separate quality and more as an integrated or distributed aspect of an individual's interactions, as expressed in the [AAUP document On Collegiality](#).

1.1.3.5. Support Programs

The support programs at Missouri State University facilitate and enhance the activities of faculty and students. Programs providing support service are delineated into three areas: academic support, student services, and institutional support. Each area has a distinctive role within the University.

The role of academic support units is to provide direct service to the University's programs of teaching, scholarship, research, creativity activity, and public service. The scope of this responsibility includes (1) acquiring, preserving, and displaying published materials, art objects, and scientific materials; (2) providing services to assist teaching and scholarship, research, and creative activity; (3) administering academic programs; and (4) developing opportunities for the personal and professional growth of faculty.

The role of student service units is to develop the emotional and physical well-being of students as well as to contribute to the intellectual, cultural, and social development outside the context of the institution's formal instructional program. The scope of this responsibility includes activities which-that provide (1) personal services to students, (2) opportunities for student growth and development, and (3) services and conveniences needed by students as members of a resident and commuting student body.

The role of institutional support units is to provide for the University's organizational effectiveness and continuity. The scope of this responsibility includes (1) planning and executive leadership, (2) administrative and logistical services, and (3) institutional advancement activities.

1.2. History

Missouri State University was founded in 1905 as the Fourth District Normal School and in 1919 became Southwest Missouri State Teachers College. The University's primary purpose during the first forty years of its history was the preparation of teachers for the public school system in the southwest region of Missouri.

By the mid-1940s, the University had expanded its instructional program beyond teacher education to include the liberal arts and sciences; as a consequence, the Missouri legislature in 1945 authorized an official change in the institution's name to Southwest Missouri State College. As additional programs were implemented at the undergraduate level, and with the development of graduate programs beginning in 1955, the University had become by 1972 an educationally diverse institution. Recognition of this further growth and development again resulted in an official change in name to Southwest Missouri State University.

By 2005 Southwest Missouri State University had become a comprehensive university in the center of a unique metropolitan region serving a state-wide clientele, attracting students from all 114 counties of Missouri, 48 states, and 81 other countries. The University system now comprises three campuses: a selective admissions campus at Springfield, a research campus at Mountain Grove, and an open admissions campus at West Plains. In addition, the University has an established presence at Dalian and QingdaoChongqing, China.

In recognition of the University's focused mission and expanded role, the legislature authorized the institution to become Missouri State University, effective August 28, 2005. It is in this enhanced and evolving environment that University faculty execute a three-fold role: to provide quality teaching, to further scholarship, research, and creative activity, and to provide service.

The University treats these activities as integrated functions. Each draws from and builds upon the strengths of the other. The liberal arts and sciences constitute the structural foundation on which the University's varied undergraduate programs rest. That foundation is also built upon by the forty seventy plus graduate programs offered at the Springfield campus.

In 2018, the Carnegie Classification of Institutions of Higher Education changed the University's designation from "master's colleges and universities" classification to the "doctoral/professional universities" classification. This reclassification recognized the University's growth in professional doctoral programs and degrees awarded.

Although the University is first and foremost a community whose history is the result of dynamic interaction, specific events and points in time characterize its evolution. Faculty may gain a greater appreciation of the unique character of Missouri State by consulting the centennial history of the University, Daring to Excel: The First 100 Years of Southwest Missouri State University, by Donald D. Landon, Emeritus Professor of Sociology & Anthropology (Springfield: SMSU, 2004). An earlier monograph, Shrine of the Ozarks (Springfield: Southwest Missouri State College, 1968) by Roy Ellis, third President of the University, also captures the spirit of the University, especially during its earlier years. ~~Copies of both are available in the University Libraries. For a complete history of Missouri State University refer to the History of the University.~~

1.3. Accreditation and Approvals

Missouri State University is accredited by The Higher Learning Commission (HLC) and is a member of the North Central Association. The University has been continuously accredited by this body since 1915, and in February 2016, was granted accreditation by the HLC through 2026.

Missouri State University is also professionally accredited or approved by a broad range of organizations. A current list of accreditations may be found on the Program Review, [Approval and Accreditations](#) portion of the Provost's Office website. In addition, faculty and staff maintain memberships in a wide variety of professional organizations relevant to their disciplines.

1.4. University Governance

Missouri State University is under the general control and management of the Board of Governors, which, according to statutes of the state of Missouri, possesses full power and authority to adopt all needful rules and regulations for the guidance and supervision of the University. Currently, Missouri State University is governed by a nine-member Board of Governors. All members are appointed by the Governor, with the advice and consent of the Missouri Senate, to serve six-year terms. At least one but not more than two voting members shall be appointed from each congressional district in Missouri. A non-voting member, a current Missouri State University student, also sits on the Board.

The President is the chief executive officer of the University system and is responsible to the Board of Governors for the recommendation of and administration of institutional policies and operation. The senior administrative officers of the University serve as an advisory body to the President and are responsible for specific operational divisions of the University. The Faculty Senate is an elected body of academic faculty established to provide a means of dealing with curricular matters and the concerns of the faculty. The Staff Senate is an elected body from the University support staff ~~which that~~ addresses concerns related to staff. The Student Government Association provides the means by which students can participate in campus governance, in student discipline, and in the management of student activities.

To formulate policy, to facilitate decision making and to promote a spirit of collegiality, the University is committed to participatory governance and to an open system of communication throughout the University.

Organizational titles and duties are subject to change. See [About Missouri State the Policy Library](#) for the most recent [organizational chart](#).

1.4.1. Administrative Organization

1.4.1.1. President

The President is the chief executive officer of the University, responsible to the Board of Governors for the administration of all policies adopted by the Board and for the execution of all acts of the Board. The president is served by a variety of officers as indicated in the MSU Organizational Chart. The Provost (who also serves as Chancellor for the Mountain Grove Research Campus) has responsibilities most directly related to faculty governance, and the organization under the Provost will be detailed in 1.4.1.2.— The President also chairs the Administrative Council. For details of the responsibilities of other officers, see the Policy Library.

1.4.1.2. Provost ~~/Chancellor of the Research Campus at Mountain Grove~~

The Provost is the senior academic officer of the University. Responsibilities include the overall direction, development, and administration of academic affairs, ~~and the Research Campus at Mountain Grove~~. Academic Affairs includes all academic and scholarly programs of the University, including the ~~six eight~~ academic colleges, the Graduate College, ~~and~~ Library Services, ~~, and Academic Outreach.~~

1.4.1.2.1. ~~Deputy Provost~~Chief Academic Strategy Officer and Associate Provosts

The ~~Deputy Provost~~Chief Academic Strategy officer and Associate Provosts serve as assistants to the Provost in all functions, with special responsibility for faculty relations ~~and diversity/inclusive excellence~~, undergraduate programs and studies, graduate programs and the graduate college, ~~Registrar, Faculty Registrar, Faculty Center for Teaching and Learning (FCTL), Citizenship and Service Learning (CASL), and Office of Institutional~~Registrar, Faculty Registrar, Faculty Center for Teaching and Learning (FCTL), Citizenship and Service Learning (CASL), and Office of Institutional Institutional Effectiveness, ~~public affairs, and the Extended Campus.~~

1.4.1.2.2 Associate Provost for Institutional Effectiveness

The Associate Provost for Institutional Effectiveness, overseeing the Office of Institutional Research and the Office of Assessment and Accreditation as part of the Institutional Effectiveness structure, provides information which supports institutional planning, policy formulation, and decision making.

1.4.1.2.32. ~~Associate Provost and~~ Dean of Graduate College

The Associate Provost for Institutional Effectiveness, overseeing the Office of Institutional Research and the Office of Accreditation as part of the Institutional Effectiveness structure, provides information ~~which~~that supports institutional planning, policy formulation, and decision making.

The ~~Associate Provost and~~ Dean of the Graduate College is responsible for administration of graduate programs and internal research funds.

1.4.1.2.43. College Deans

Each of the College Deans is responsible for the administration of one of the ~~six~~eight discipline-based colleges. Responsibilities include faculty recruitment and development, faculty evaluation, program development, program review, student advisement, collegiate budgeting and budget control, class schedule planning, and general supervision of the scholarship, research, creative activity, and instructional and service activities of the college.

1.4.1.2.54. Dean of the Library ~~Services~~

The Dean of the Library ~~Services~~ is administratively responsible for all services, budgeting, and supervision of the MSU Libraries. The Dean also serves as Head of the Department of Library Science, an academic unit that is not part of one of the ~~seven~~six discipline-based Colleges. Because the Dean also serves as Head of the Department of Library Science, any process for which a recommendation made by a department head normally would proceed to a dean for further review, approval, or recommendation, will proceed directly from the Dean to the Provost.

~~1.4.1.2.5. Director of Institutional Research~~

~~The Director of Institutional Research provides information which supports institutional planning, policy formulation, and decision making.~~

1.4.1.2.6. ~~Department Heads and School Director~~Academic Unit Leaders

Depending on the structure of each College, the Academic Unit Leader (AUL) may be a School Director or a Department Head; this person is responsible for administering the programs within their academic unit. Responsibilities include faculty recruitment and development, faculty evaluation, program administration, program review, student advisement, departmental budgeting and budget control, class schedule planning, and general supervision of the scholarship, research, and creative activity of the programs within the school or department. Throughout the Faculty Handbook, the term AUL should be construed to include those School Directors or

Department Heads responsible for faculty evaluations.

~~Each Department Head is responsible for administering one of the academic departments of the University. Responsibilities include faculty recruitment and development, faculty evaluation, program administration, program review, student advisement, departmental budgeting and budget control, class schedule planning, and general supervision of the scholarship, research, and creative activity of the department.~~

~~Some academic units are designated as Schools primarily upon the recommendation of accrediting agencies, and such a designation indicates the unit's involvement in and integration into an external professional environment which usually requires specific standards for licensure. The chief administrator of a School is its Director. A School that does not include more than one department is a professional unit which that in all respects has the same status, responsibilities, and benefits as an academic department, and its Director fulfills the same roles as a Department Head. When a School includes two or more departmental units (with Department Heads), its Director will be responsible for co-curricular, professional, and accreditation matters, but will not have the responsibilities of a Department Head for faculty evaluations. Throughout the Faculty Handbook, the term Department Head should be construed to include those School Directors responsible for faculty evaluations.~~

1.4.1.2.7. Program Directors for Free-Standing Academic Units

There are some programs that function as independent academic units, i.e., units whose faculty are not also members of existing departments or schools, and that establish and manage their own curriculum. The Directors of such units will have the same roles and responsibilities as ~~Department Head~~AULs.

1.4.1.2.8 Program Directors/Coordinators

In successful programs, program directors/coordinators (graduate & undergraduate) work closely with AULs to establish annual targets and expectations, as well as to secure resources for the program and coordinate the collective efforts of staff and faculty towards program and student success. No two programs work identically, but program directors/coordinators proactively seek to ensure student success by fulfilling existing expectations for that role. When clearly stipulated by a program's accrediting body, a program director may have the same roles and responsibilities as an AUL. Depending on the extent of responsibility assumed, program directors/coordinators may receive allocated time in their workload, a stipend, or other forms of compensation as negotiated with the Dean of the College.

~~In successful programs, program directors/coordinators (graduate & undergraduate) work closely with department heads to establish annual targets and expectations, as well as to secure resources for the program and coordinate the collective efforts of department staff and faculty towards student success. No two programs work identically, but program directors/coordinators proactively seek to ensure student success by fulfilling existing expectations for that role. Depending on the extent of responsibility assumed, program directors/coordinators may receive allocated time in their workload, a stipend, or other forms of compensation.~~

1.4.1.3. Vice President for Community and Global Partnerships Research, Economic Development, and International Programs

The Vice President for ~~Community~~Community and Global Partnerships Research, Economic Development, and International Programs is responsible for the University's research and economic development activities. These include the Office of Research Administration, the Center for Applied Science and Engineering (CASE), Jordan Valley Innovation Center (JVIC), China Programs, International Programs, ~~Center for Biomedical and Life Sciences (CBLS)~~, Springfield Innovation Inc., the eFactory, ~~Management Development Institute (MDI)~~, Small Business and ~~Technology~~-Development Center (SBDC), and Ozarks Public Broadcasting Services. Each of these programs supports the University's mission in public affairs by creating an environment that encourages, supports and values research, scholarship, creative activity, and community and international outreach.

1.4.1.4. Administrative Council

The Administrative Council is chaired by the President. The Council includes the Provost, ~~Executive Vice President,~~ the Vice Presidents, Chief Information Officer, Assistant to the President for Inclusive Engagement, the Chancellor of the West Plains campus, the Athletic Director, the Chief of Staff, ~~the Chief Financial Officer,~~ the Internal Auditor, the Secretary to the Board of Governors, one college Dean, and the General Counsel and Vice President Legal Affairs & Compliance. When appropriate to the agenda for a particular meeting, others may be invited as guests. The Administrative Council discusses items of University-wide issues.

1.4.2. Academic Governance

1.4.2.1. Academic Leadership Council

The Academic Leadership Council (ALC) is the advisory committee that works with the Provost. The body is composed of the Chief Academic Strategy Officer, ~~all Associate and/or Assistant~~ Provosts; Academic the Deans; and the Senior Academic Finanieal Financial Officer. The Chairperson and Chair-person elect of the Faculty Senate will routinely attend ALC; and other individuals in leadership positions from the campus community are periodically invited to attend meetings at the Provost's discretion.

1.4.2.2. The Faculty Senate

The Faculty Senate, established by the Constitution of the Faculty, is an elected body of faculty composed of the officers, including the Chairperson, the Chairperson-elect, and the Secretary of the Faculty; one Senator from each academic unit (departmentdepartment or school); representatives of the ranked faculty, one Senator from each rank; one Senator as a representative of Instructors; delegates comprised of the chairs of the Faculty Senate standing committees; student representatives, one delegate from the Student Government Association, one delegate from the graduate Student Council; and a delegate position filled by the chair of the Staff Senate.

The Senate provides a structure for curricular review and a forum for discussing matters of ~~concern~~ importance to the Faculty and distributes information on Faculty Senate concerns, findings, and actions to all segments of the academic community.

The functions of faculty governance are also carried out by the College Councils, the Educational Preparation Provider Council (EPPC)~~Professional Education Committee,~~ the Committee on General Education and Intercollegiate Programs (CGEIP), the Graduate Council, and by various other committees established by the Constitution and Bylaws of the Faculty.

The Constitution and Bylaws of the Faculty are available in the Faculty Senate Office.

~~1.4.2.3. Graduate Council~~

~~The Graduate Council is a standing committee of Faculty Senate and is composed of one representative from each graduate program and the President of the Graduate Student Council. The Director of Admissions and Records, the Dean of Library Services, and the Associate Provost and Dean of the Graduate College serve as non-voting members of the Graduate Council. The Graduate Council recommends policy governing graduate studies and recommends action on graduate curricular matters.~~

~~1.4.2.4. College Councils~~

~~A College Council in each of the discipline-baseddiscipline-based colleges, being a stranding committee of Faculty Senate, is composed of one member from each department/school of the college and may include one student representative, majoring in a discipline in that college. The Dean of the college is an ex-officio member of the College Council without vote. Each College Council acts upon curricular matters referred to it by programs, departments, or schools within the college.~~

1.4.3. Staff Senate

The purpose of the Staff Senate is to represent the staff employees as a fact-finding, deliberative and consultative body that makes studies, reports, and recommendations on behalf of its constituency. Representatives serve to foster the growth and welfare of the staff.

1.4.4. Student Government Association

The Constitution of the Student Government Association is available in the Office of the Student Government Association.

1.4.5. University Committee Structure

Several committees are appointed by the members of the Administrative Council, the purpose of which is to assist in the on-going administrative work of the institution. Such committees perform a wide variety of tasks; for example, ensuring conformity with legal requirements for the disposal of toxic wastes, planning the academic calendar, and planning lectures and programs in the performing arts for the campus community. Faculty members routinely serve on such committees.

Faculty members also serve on committees ~~which~~ that are appointed by and serve in an advisory capacity to the members of the Administrative Council.

~~These committees deal with many issues; for example, faculty and staff parking, services for handicapped students, and student personnel policies.~~

Faculty members also serve on a number of other standing committees, functions of which involve matters of vital interest to the faculty. Unless otherwise specified in the action establishing a particular committee, faculty members serving on these committees are appointed by the President of the University or the Provost based on faculty interests, expertise, and recommendations by the Faculty Senate Executive Committee (or some other duly constituted Senate body designated by the Faculty Senate). These committees report to the appointing academic administrator and also have a duty to keep the Faculty Senate fully informed of their proceedings and the results of those proceedings.

2. RECRUITMENT AND EMPLOYMENT

2.1. Core Commitments

As a university with a Public Affairs mission, Missouri State University is deeply committed to developing educated persons equipped to contribute to the interdependent world in which we now live. The ability to adapt to rapid economic, social, and cultural changes is imperative. ~~An understanding of inclusive excellence, diverse cultures, and societies has not only become necessary to function in today's workplace, but also enriches one's life and work. Therefore, Missouri State University has a deep and abiding commitment to diversity inclusive excellence as a core institutional value and responsibility because diversity inclusivity is central to providing and maintaining a quality educational environment.~~

Missouri State University values programs and practices that assure an environment free of discrimination established by a shared commitment to the principles of ~~diversity inclusivity~~, nondiscrimination and affirmative action. Missouri State University treats all persons solely as individuals on the basis of their own personal abilities, qualifications, and relevant characteristics. ~~(See website for Office of Inclusive Engagement Division for Diversity and Inclusion.)~~

2.2. Equal Opportunity Commitment and Affirmative Action Policy

Missouri State University is an equal employment opportunity employer, ~~as set forth in Op1.02-6 Equal Opportunity Policy~~. To assure full compliance and implementation of this policy, Missouri State University, through its various administrative officers, shall ensure that for all jobs, policies involving for recruitment, promotion, transfer, compensation, benefits, layoffs, returns from layoffs, educational programs, and all other University-sponsored programs, benefits, services, and aids, shall be administered consistent with ~~the University's Non-Discrimination Policy Statement G1.05 Non-Discrimination Policy Statement~~.

~~Specifically, policies shall be administered without regard to age, ancestry, color, creed, disability, marital or parental status, national origin, participation in constitutionally protected activities, political affiliations or beliefs, race, religion (belief or non-belief), sex, sexual orientation, or disabled and/or veteran status. In addition, the University does not discriminate on any basis not related to the applicable job requirements for employees. Reasonable accommodation on the basis of religion or disability is assured.~~

~~The University's Equal Opportunity and Affirmative Action Policy is available at the , and the University's Affirmative Action Plan is available at the website for the Office for Institutional Equity and Compliance. Overall responsibility for monitoring these policies and reporting on the University's equal employment opportunity and affirmative action program is assigned to the University's Equal Opportunity Officer.~~

~~Missouri State University is committed to programs and practices that assure an environment free of the barriers of discrimination in education and employment and that establish a collegial and just community. The following University-wide Governing and Operating Policies demonstrate this commitment:~~

~~G1.05 _____ Non-Discrimination _____ Policy _____ Statement~~

~~G1.31 Reporting Allegations of Discrimination on the Basis of a Protected Class~~

~~Op1.02-2 Discrimination Complaint and Investigation Procedures~~

~~Op1.02-6 Equal Opportunity and Affirmative Action Policy~~

~~Op7.10 Guidelines for Hiring Faculty, Academic Administrators and Executive, Administrative and Professional Staff~~

~~Note: These and other University-wide Governing and Operating Policies are accessible via the University's Policy Library.~~

~~Under the authority and supervision of the President, the Equal Opportunity Officer is responsible for developing system-wide policies pertaining to equal opportunity, equal access, and affirmative action in cooperation with other~~

~~University officers. The Equal Opportunity Officer serves as a liaison with the Provost, Vice Presidents, members of the Academic Council, and other Missouri State University administrators in monitoring and recommending policies and procedures regarding equal employment and educational opportunities for faculty, staff, and students~~

2.3. Hiring Procedures

2.3.1. Equal Opportunity Hiring

Missouri State University is an equal opportunity ~~and affirmative action~~ employer. Academic search guidelines provide open and uniform procedures to be followed by all hiring units and search committees in defining and filling vacant and new positions. Every major administrator, hiring administrator, and search committee participant has responsibility to ensure full implementation of the University's non-discrimination policies ~~and affirmative action program~~. Complete search guidelines are available online at the Human Resources Policies section of the [Policy Library](#).

2.3.2. Nepotism

The University's policy regarding the employment of relatives is set forth in the nepotism provision ~~(G.7.02-2.12) of the Human Resources Policies section of the Policy Library-G1.02 Conflict of Interest and Financial Disclosure Policy~~. The policy does not prohibit the appointment of more than one member of a family to the same academic department or to another position within the University.

~~No Governor, officer, faculty, or employee shall participate, either directly or indirectly, in a decision to appoint or hire an employee of the University, either part time or full time, who is related to such person within the fourth degree of consanguinity (blood) or affinity (marriage). It also shall be a violation of this policy for an employee to supervise, either directly or indirectly, the work of another employee who is related within such fourth degree, unless the supervisory role is specifically approved by the President of the University.~~

~~A relative within the fourth degree includes, but is not limited to, spouse, child, grandchild, great grandchild, great great grandchild, parent, grandparent, great grandparent, brother/sister, aunt/uncle, great aunt/uncle, niece/nephew, grand-niece/nephew, and cousin. For University purposes, this also includes sponsored dependents. All relationships are included, whether full, half, step, adopted, or in-law.~~

An employee or supervisor who has a question pertaining to the relatives covered by the University's nepotism policy should contact the ~~department head~~ [AUL](#) or the Office of ~~Human Resources~~ [Internal Audit and Risk Management](#).

2.3.3. ~~Hiring~~ Employment of Foreign Nationals

~~When consistent with the academic goals of the university, Missouri State University will process visa petitions and applications on behalf of foreign nationals in order to further academic goals of the university employ foreign nationals to serve as faculty members. Work sponsorship of foreign internationals – either via work visa or permanent residency – is governed by G7.05 Permanent Resident Policy and Op7.08 Employment of Foreign Nationals. Employment of foreign nationals will depend upon their work eligibility per U.S. Citizenship and Immigration Services (USCIS) regulations and payment will depend upon their eligible work visas and international tax laws per Internal Revenue Service (IRS) regulations. Decisions to hire foreign nationals may be influenced by U.S. Citizenship and Immigration Services (USCIS) regulations and relevant Internal Revenue Service (IRS) regulations. The University's policy regarding the Employment of Foreign Nationals is set forth Detailed discussion of this topic is provided addressed in the Human Resources Policies section of the Policy Library (See Op7.08 Employment of Foreign Nationals).~~

2.4. Identification Cards

Every academic employee is issued an identification card by the Bear-Pass Office. Full-time faculty members may also secure an identification card for a spouse or sponsored dependent.

2.5. Personnel Records

~~Consistent with Op10.04-17 HR Personnel Files,~~ the University maintains official personnel files for each faculty member in the Office of Human Resources. This record includes the vita, recommendations, official transcripts of academic work, and correspondence and records dealing with terms and conditions of employment. Additional personnel files (digital or hard copy) containing similar information are also kept by the college Dean and the ~~School Director or Department Head~~ AUL. Select personnel records for faculty, including but not limited to tenure, promotion and reappointment and annual evaluations, are digitally stored in Watermark Faculty Success. All personnel files, that is, files maintained in the offices of Human Resources, the ~~Department Head/School Director~~ AUL, the Dean, the Provost and the President, are considered in aggregate as the official personnel file.

~~The personnel files are available to the members of the Board of Governors, the Administration and its agents, and as otherwise required by law where necessary to allow the University to comply with law and standard business practices. School Directors and Department Head~~ AULs may examine the personnel files of the faculty members of their own schools or departments academic units only. Faculty members have the right to examine their own personnel records at any time (with the exception of external letters during the Promotion and Tenure process).

~~Faculty members may review information from their own personnel files on request and in the presence of a designated University official, copies of vitae and official transcripts of academic work, placement papers if not confidential (such as letters of recommendation), correspondence with University officials, salary information, performance evaluations and appraisals, written complaints, and commendations that have previously been discussed with the faculty member.~~

Faculty members may submit and have inserted into their personnel files a statement which clarifies any material in the file which they believe is inaccurate. Said clarification shall be maintained so long as the disputed material is maintained.

It is the responsibility of each faculty member who completes a degree while employed at Missouri State University to have an official transcript, which includes the date on which the degree was conferred, sent to the Provost's Office. It is also required that faculty members notify the Office of Human Resources of any address changes or any other changes related to personnel records so that such information may be kept current. Employees may be asked to provide written authorization to release copies of documents from an employee file to a third party.

2.6. Release of Employment Information

Employees' names, job titles, and salaries are provided to the State of Missouri for publication in the Missouri Official Manual.

The Office of Human Resources will ~~verify~~ provide the current or former employee's date of hire, position, department, and release salary information, if a signed release form is submitted to human resources. Requests for any additional information beyond these items must be made in writing and will require the consent of the employee. The University's policy regarding the release of employment information is set forth in the Policy Library (See G7.02-3 Employment

| 1 Policies and Procedures).
2

3. ACADEMIC PERSONNEL POLICIES

3.1. Academic Responsibilities, Ethics, and Freedom

A faculty member at Missouri State University assumes responsibility for Teaching, Research, and Service, along with obligations inherent in membership in a learned profession. Essential to fulfilling these responsibilities and obligations are adherence to standards of ethical conduct and respect for academic freedom.

In developing a statement of faculty responsibilities and ethical standards, Missouri State University subscribes to the belief, long held by the learned professions, that self-regulation is preferable to any externally imposed discipline.

In a University faculty it is, therefore, desirable that the most stringent obligations be laid upon individual Professors that, so far as possible, any serious breach of duties be judged by colleagues who are well acquainted with the problems and practices of a specialized field. Only in cases of the most serious violations of professional responsibilities shall the academic profession regulate itself by calling upon a group representative of the whole faculty to deal with faults that could have been avoided either by individual self-control or by departmental discipline as specified in the [Professional Practices Review Process \(-PPRP\) process-of-grievance](#) (Refer to [Chapter 13](#)).

3.1.1. Responsibilities And Ethics

The University recognizes that all faculty have responsibilities in the development of citizen scholars and that those responsibilities must be grounded in ethical standards.— The University endorses the following Statement on Professional Ethics from the American Association of University Professors (2009).- The AAUP language specifically addresses “professors,” but the standards are applicable to all faculty.

Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Each faculty member is responsible for personal ethical conduct. There is both individual and collegial assurance that strong ethical standards are enacted and followed. However, if an individual commits a serious breach of professional conduct and fails to meet assigned responsibilities, a process is in place for peer faculty review. Refer to Chapter 13 of this handbook.

Intellectual honesty is necessary in the performance of faculty responsibilities and requires the avoidance of fabricating, falsifying, and plagiarizing research results. Intellectual honesty requires proper recognition of sources, including disclosure of use of generative AI; discussion of fair use policies is provided in Section 8.8.1 7.2 and is also discussed in standard style guides (e.g., Chicago, APA, and MLA style guides).

Activities of faculty members may also be constrained by codes of ethics specific to their disciplines, including standards of integrity in the conduct of scientific research. Adherence to discipline-specific professional codes is an appropriate subject for peer review of performance. In addition, faculty members who engage in funded projects are obligated to meet standards for integrity specified by their sponsoring agencies.

3.1.2. — Academic Freedom

The right of faculty members to academic freedom is essential to the functioning of a university. Therefore, that right shall be protected at Missouri State University.

Academic freedom is the particular right of scholars, teachers, and students within the University to pursue knowledge, speak, write, and follow the life of the mind without unreasonable restriction. It is that freedom to be judged as scholar, teacher, or student on the basis of legitimate intellectual criteria, not personal beliefs, political views, religious, or other individual preferences, except as these may demonstrably affect intellectual and professional achievement.

Each faculty member is entitled to full freedom in research and in publication of research results.

Each faculty member is expected to conduct assigned courses in a manner consistent with the course content and course credit as approved by the faculty. Within these constraints, the faculty member is entitled to freedom in developing and discussing subjects appropriate to the course.

Each faculty member is an individualeitizen, a member of a learned profession, and an officer of an educational institution. When a faculty member speaks or writes as an individualeitizen, the faculty member should be free from institutional censorship or discipline. As a person of learning and as an educational officer, the faculty member should

remember, however, that the public may judge one's profession and the institution by one's utterances. Hence the faculty member should strive to be accurate, to show respect for the opinions of others, and to indicate that the faculty member is not speaking for the institution.

Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through legal and existing shared governance means.

The protection of academic freedom extends to all faculty members with full-time or part-time appointments in the University regardless of their rank, tenure status, or position title.

At Missouri State University, the roles of faculty cannot be separated from the responsibilities that are unique to the mission of the ~~program or department~~academic unit. However, in no way will the negotiation of faculty roles within the ~~program or department~~ academic unit be construed to justify any intrusion into any individual faculty member's academic freedom, especially as that freedom pertains to research and expression in teaching.

Recognizing that academic freedom is not unlimited, and cognizant of the dangers to academic freedom that may arise from its misunderstanding and abuse, the University subscribes to the following principles defined in the Statement of Freedom and Responsibility approved on October 31, 1970, by the Council of the American Association of University Professors with minor editorial revision (addition of sexual orientation):

Membership in the academic community imposes on students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways that injure individuals or damage institutional facilities or disrupt the classes of one's teachers or colleagues. Speakers on campus must not only be protected from violence, but also be given an opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution.

Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course.

Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own social behavior. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, race, religion, degree of political activism, sexual orientation, or personal beliefs.

It is the mastery teachers have of their subjects and their own scholarship that entitles them to their classrooms and to freedom in the presentation of their subjects. Thus, it is improper for an instructor persistently to intrude material that has no relation to the subject, or to fail to present the subject matter of the course as announced to the students and as approved by the faculty in their collective responsibility for the curriculum.

Because academic freedom has traditionally included the instructor's full freedom as a citizen, most faculty members face no insoluble conflicts between the claims of politics, social action, and conscience, on the one hand, and the claims and expectations of their students, colleagues, and institutions, on the other. If such conflicts become acute, and attention to obligations as a citizen and

moral agent precludes an instructor from fulfilling substantial academic obligations, the instructor cannot escape the responsibility of that choice, but should either request a leave of absence or resign the faculty member's academic position.

3.2. Appointment, Rank, and Tenure

3.2.1. Introduction

The Board of Governors has the sole authority and responsibility to appoint, assign rank, promote, and grant tenure to the members of the University faculty. The President of the University, after consultation with appropriate members of the academic administration and faculty, shall make recommendations to the Board of Governors concerning these personnel decisions. 8.74.6.1

3.2.2. Initial -Appointment Letters

It is the policy of Missouri State University that all faculty of the University shall be clearly informed as to the personnel policies of the institution. These personnel policies are contained in this Faculty Handbook, and additional supplemental information related to criteria and procedures used to evaluate faculty for performance, annual review of appropriate progress toward reappointment, promotion, and tenure will be provided by the Colleges, ~~departments~~ and schoolsacademic unit, and the Provost.

The precise terms of every appointment shall be stated in the initial appointment letter. The conditions of appointment may vary in individual situations, but they must conform to policies stated in this Handbook. The conditions of employment for each faculty member including rank, salary, length of appointment, start date, length of probationary period (including the last semester during which a tenure application can be made), credit for prior academic service or equivalent experience, terminal degree and tenure status, and position responsibilities and performance expectations shall be clearly stated in writing. New faculty will also be provided a copy of the ~~departmental~~ tenure, promotion, and performance review guidelines in effect on the date of the hire for their respective program, department, or schoolacademic unit. ~~The criteria employed for tenure decisions will be those in the Faculty Handbook and in departmental academic unit guidelines at the time the initial appointment letter is given (see Section 4.8.7, Faculty and Department HeadAUL Procedural Agreement).~~

3.2.3. General Criteria Statement

The criteria for initial appointment consist of training evidenced by academic degrees, experience, and achievement. For tenure and promotion, faculty members must meet the requirements for Teaching, Research, and Service established by their academic unit~~Department, College~~, and the University. Advancement to each higher rank carries with it the expectation of a greater contribution to the University's mission in Teaching, Research, and Service. Advancement also carries with it the expectation that the individual will accept leadership roles upon which the concept of shared governance depends. ~~Section 3.4 overviews the increasing expectations with rank for tenure track and clinical track faculty, and Chapter 4 describes faculty evaluation.~~

The University policies specified in this Faculty Handbook should be used in conjunction with ~~departmental-academic unit~~ and college policies, which may be more specific than those of the University but which must be consistent with the University policies. ~~Departmental-Academic unit~~ procedures and standards for evaluating faculty in the areas of Teaching, Research, and Service are to be reviewed and approved by the College Dean and the Provost every three years. - Ultimately, faculty must receive the approbation of their colleagues and appropriate administrative officers

based on criteria provided in University policies and ~~school/departmental~~academic unit governance documents. The University must also fulfill its obligations.

Professionalism, ~~and~~ collegiality, as described in Section 1.1.3.4, are essential to Teaching, Research, and Service activities, and are evidenced in at least two important ways: maintaining high standards of professional ethics and performing as a responsible member of the University community.

3.2.3.1. Teaching

Teaching is the most important responsibility of an institution of higher education. ~~Effective teaching requires continual application and effort. Teachers must keep abreast of new developments in their fields and related fields or disciplines. Teachers should be able to engage students in the disciplines. Teaching also takes the form of student advisement and mentoring,~~ which are critical activities that contribute to the development of educated persons.

For tenure and promotion to a higher professional rank, effective teaching must be documented. Each ~~department~~academic unit is responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to faculty members in the ~~departmental~~academic unit. ~~Departmental~~The procedure should be appropriate to the type and nature of the teaching assignment. Details for such evaluation are provided in Chapter 4.2.1.

3.2.3.2. Research

Research, defined in Chapter 4 as including a broad range of scholarly work, is a key expectation of tenure-track and research faculty at all levels. Evaluation of Research is highly dependent on the faculty member's discipline and so a uniform standard for its evaluation cannot be stated here. ~~Departments~~Academic units (with approval of their Deans and the Provost) are responsible for providing specific guidelines for their faculty in their governance documents. Details for evaluations of Research are provided in Chapter 4.2.2.

3.2.3.3. Service

Service is of several kinds. It includes service to the University and its students through committee work, assistance to student organizations, and other activities that represent a critical contribution to the operation and development of the institution through shared governance. Service also includes consultations and applications of disciplinary knowledge and expertise to address the needs of professional organizations and public constituencies.

Service expectations may vary by ~~departmental~~academic unit. ~~Departments~~Academic units (with approval of their Deans and the Provost) are responsible for providing specific guidelines for their faculty in their governance documents. More information about evaluation of Service is provided in Chapter 4.2.3.

3.3. Requirements for Appointment, Tenure, and Promotion of Tenure-Track Faculty

The provisions for promotion and tenure listed below for each rank represent the conditions the tenure-track faculty member must meet in order to be minimally eligible for consideration for a change in status. Procedures for the granting of tenure or promotion are prescribed in Section 4. Provisions for tenure, as specified for each academic rank, may be modified by and are superseded by the provisions of Section 3.9. A faculty member who held tenure at Missouri State University when promoted from a lower rank shall continue to hold tenure at the higher rank.

Effective January 1, 2007, the Instructor rank shall be tenure-track for Greenwood Laboratory School faculty only. Greenwood Laboratory School faculty are eligible for tenure in the Laboratory School. Tenure in the Laboratory

School is not transferable to the University. Faculty at the Laboratory School are subject to the requirements for appointment, tenure, and promotion as established by the Greenwood faculty and approved by the Dean, Provost, President, and the Board of Governors.

University faculty members tenured in the rank of Instructor prior to January 1, 2007, shall retain their tenure status in the University and shall be eligible for promotion according to department guidelines. Likewise, a probationary faculty member in the rank of Instructor prior to January 1, 2007, shall be eligible to apply for tenure as stated in the faculty member's appointment letter and shall retain the right to apply for promotion to Assistant Professor according to ~~department~~ academic unit guidelines.

3.3.1. Assistant Professor

Definition:

An academic rank of one who has demonstrated achievement or potential in the areas of Teaching, Research, and Service appropriate to the discipline.

Basis of Appointment:

A terminal degree or equivalent as determined by appropriate ~~department~~ faculty with the approval of the Provost. In exceptional cases, individuals with doctoral course work complete and dissertation in progress (ABD) may be appointed with the stipulation in the appointment letter that the degree must be completed within the first year of appointment. Under extraordinary circumstances, an extension can be granted with the approval of the Provost.

Criteria for Tenure and Promotion:

In addition to meeting years-of-service requirements, those seeking tenure and/or promotion must have demonstrated sustained effectiveness in Teaching, Research, and Service as defined in the Assistant Professor rank. (Refer to Sections 3 and 4 for criteria for promotion.) ~~It is assumed that a~~ faculty member hired as an assistant professor will concurrently seek tenure and promotion.

Tenure:

Assistant Professors normally apply for tenure in their sixth year of probationary status at Missouri State. Faculty hired with credit toward tenure will normally apply for tenure in the equivalent of their ~~sixth~~ 6th year, e.g., faculty granted two years of credit toward tenure would normally apply during their fourth year of academic service at Missouri State.

Individuals with exceptional records of accomplishments in teaching, research, and service may apply for tenure in their fourth or fifth year ~~S~~ (adjusted as described above for those faculty hired with credit granted toward tenure). Faculty contemplating applying for early tenure are strongly encouraged to consult with their personnel committee, academic unit leader, and Dean. See Section 4.8.5.

The earliest any Assistant Professor may apply for tenure is during the third year of probationary status at Missouri State, regardless of the number of years credited toward tenure at the time of hiring.

The tenure decision shall occur at the latest during the sixth year of probationary status excepting those circumstances where the Provost has granted a temporary stopping of the tenure clock.

Eligibility for Promotion:

Assistant Professors are minimally eligible to apply for promotion to the Associate rank in the same year they become eligible to apply for tenure.

Policy in Effect for Promotion:

Assistant Professors ~~concurrently~~ applying for tenure and promotion ~~concurrently and~~ have the option of using the promotion criteria in effect at the time of their hiring, or a more recent version. Tenured Assistant Professors applying for promotion have the option of using any promotion policy in effect since the time of their hiring provided that the policy was in effect within six years of the application for promotion. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2022.

3.3.2. Associate Professor

Definition:

An academic rank of one who has demonstrated a sustained record of achievement and effectiveness in Teaching, Research, and Service appropriate to the discipline.

Basis of Appointment:

Any of the following: (1) promotion from the rank of Assistant Professor or (2) terminal degree and a minimum of four years of experience equivalent to academic service to Missouri State University in the rank of Assistant Professor.

Tenure:

~~Individuals who are promoted to the Associate Professor rank retain the same tenure eligibility which they had as Assistant Professors.~~

Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by their fourth year of probationary status, excepting those circumstances in which the Provost has granted a temporary stopping of the tenure clock. Individuals with exceptional records of accomplishment may be granted tenure earlier than their fourth year. See Section 4.8.5. Refer to Sections 3 and 4 for criteria for tenure.

Eligibility for Promotion:

Associate Professors are eligible to apply for promotion during their fifth year of academic service to Missouri State University in the rank of Associate Professor. Individuals with exceptional records of accomplishments may be granted early promotion. See Section 4.8.5.

Policy in Effect for Promotion:

Associate professors applying for promotion to Professor have the option of using either the most current version of promotion criteria or an earlier version of criteria that has been in effect since their promotion to Associate which was in effect within seven years of the application. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2022. Refer to Sections ~~3.4.3~~, 4.2-4.4, and 4.7.-4.8 for criteria for promotion.

3.3.3. Professor

Definition:

Professors are recognized leaders who have a cumulative record of Teaching, Research, and Service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Associate Professor rank or (2) terminal degree and a minimum of five years of experience equivalent to academic service to Missouri State University in the rank of Associate Professor.

Tenure:

Professors normally will be hired with tenure. A Professor who is hired without tenure is minimally eligible to hold tenure following one year of academic service to Missouri State University. The tenure decision will occur at the latest during the second year of probationary status.

Policy in Effect for Promotion:

Eligibility for Promotion:

Professors with extraordinary accomplishments may apply for promotion to Distinguished Professor. To be eligible for Distinguished Professor rank an individual must have held Professor rank for a minimum of five years, with at least three years in the rank at Missouri State University; have a record of extraordinary performance in Research with a national or international reputation; and have a sustained record of excellence in both Teaching and Service. Professors applying for promotion to Distinguished Professor have the option of using either the most current version of promotion criteria or an earlier version of criteria that has been in effect since their promotion to Professor which was in effect within seven years of the application. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.

3.3.4. Distinguished Professor

Definition:

Distinguished Professor is a rank beyond Professor which recognizes extraordinary ~~accomplishment~~performance in Research with a national or international reputation as well as a sustained record of excellence in both Teaching and Service. The year of appointment to the rank of Distinguished Professor will include an addition to base salary greater than the amount given for promotion to Professor.

~~3.4. Tenure-Track Research Faculty~~

~~Effective January 1, 2007, Research Faculty appointments became non-tenure track. Research Faculty who held tenure prior to January 1, 2007, retained their tenure status. A Research Faculty member with a probationary appointment prior to January 1, 2007, remains eligible to apply for tenure as stated in the faculty member's appointment letter. For those Research Faculty with tenure-track appointments, the criteria for progression through the ranks are the same as those for regular tenure-track faculty, except that a greater emphasis will be placed on Research and any expectations for Teaching will depend on the specific requirements of their appointments. See Section 3.5.10.~~

~~3.5. Non-Tenure-Track Academic Positions~~

Persons who hold non-tenure-track positions are given term appointments that automatically terminate upon the expiration of the specified term. Non-tenure-track appointments may be given annual or multi-year contracts as determined by the program/-department/school with approval of the Dean and the Provost. No notice of non-reappointment is given, and reemployment of the employee after the conclusion of the appointment term is solely within the discretion of the University. Non-tenure-track faculty members are not eligible for tenure, educational leave, or sabbatical leave. ~~With the exception of visiting Professors, time spent in a non-tenure-track position does not count towards tenure eligibility if the individual later applies for and is appointed to a tenure-track faculty position.~~ Non-tenure-track faculty must be qualified by academic or practical experiences appropriate for the responsibilities assigned. A Master's degree or higher is required except in special circumstances approved by the Provost. All non-tenure-track academic positions have the same right to academic freedom accorded tenure-track faculty. Time spent in a full-time non-tenure-track position may count towards tenure eligibility if the individual later applies for and is appointed to a tenure-track faculty position, if requested by the faculty member and approved by the AUL, Dean, and Provost.

3.5.14. Clinical Faculty

Clinical Faculty are members of the faculty whose primary responsibilities are clinical education and service. Clinical

Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure-track faculty. Clinical Faculty may participate in research and other scholarly or creative activities. Clinical Faculty must be qualified as defined by professional/discipline standards, have practical experience appropriate for the responsibilities assigned and must maintain appropriate professional credentials. Appointment is to the rank of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor. Academic units desiring to appoint Clinical Faculty shall develop appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Clinical Faculty may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the academic unit, and continued funding. Clinical Faculty members may be appointed to 9-month or 12-month appointments. Clinical Faculty on 9-month contracts will receive salary compensation and benefits for 12 months. Clinical Faculty applying for promotion to Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor have the option of using either the most current version of promotion criteria or a newer version of criteria that has been in effect since their hiring or previous promotion. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.

3.5.4.1.1 Clinical Instructor

3.5.4.1.2 Clinical Assistant Professor

3.5.4.1.3 Clinical Associate Professor

3.5.4.1.4 Clinical Professor

3.5.21. Instructor

An Instructor is normally appointed to teach full-time ~~and to~~ provide appropriate service, and may participate in research. Contingent upon satisfactory performance reviews, educational needs and continued funding, the Instructor appointment is renewable without constraint of term limits. Instructors shall have earned a terminal degree or possess the degree required for teaching in specific disciplines, have potential or demonstrated teaching ability, and a willingness to serve the academic unit, College, and University. ~~If an Instructor applies for and is appointed to a tenure-track position, the time spent as Instructor at Missouri State University will not count toward the probationary period for tenure and promotion.~~ Instructors on 9-month appointments will receive salary compensation and benefits for 12 months.

3.5.32. Senior Instructor

An Instructor who has demonstrated excellence in Teaching and Service at Missouri State University for at least five years (not necessarily consecutive) may be appointed as a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development, and provide appropriate university service. Senior Instructors may participate in Research. A Senior Instructor shall be appointed to a specific term not to exceed three years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs, and continued funding; the Senior Instructor appointment is renewable without constraint of term limits. A Senior Instructor who is reappointed will be reappointed at that rank. ~~If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University will not count toward the probationary period for tenure and promotion.~~ Senior Instructors on 9-month appointments will receive salary compensation and benefits for 12-months.

Policy in Effect for Promotion:

Instructors applying for promotion to Senior Instructor have the option of using either the most current version of promotion criteria or an earlier version of criteria that has been in effect since their hiring which was in effect within seven years of the application. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.

3.5.43. Visiting Faculty Appointments

A Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor or Visiting Instructor is an individual who possesses all of the qualifications to be appointed at that rank. A Visiting Faculty member may be appointed to a specific term no longer than three years. ~~If a Visiting Professor, Visiting Associate Professor, or Visiting Assistant Professor applies for and is appointed to a tenure track faculty position, time spent as a Visiting Faculty member at Missouri State University may be counted toward the time required for tenure and promotion.~~

3.5.54. Artist-In-Residence

The position of Artist-in-Residence is offered to outstanding professional artists who render a specified service to the University. This service can include lectures, performances, demonstrations, master classes, and consultations. Academic degrees are not essential to this position. An Artist-in-Residence is chosen on the basis of outstanding professional attainments, creative accomplishments, and recognition in a specified field. An Artist-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department/academic unit, and continued funding.

~~If an Artist in Residence applies for and is appointed to a tenure track faculty position, time spent as an Artist in Residence at Missouri State University will not be counted toward the time required for tenure and promotion.~~

3.5.65. Practitioner-In-Residence

The position of Practitioner-in-Residence is offered to outstanding practitioners who render a specified service to the University. A Practitioner-in-Residence is chosen on the basis of outstanding professional attainments and recognition in a specified field. A Practitioner-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department/academic unit, and continued funding.

~~If a Practitioner in Residence applies for and is appointed to a tenure track faculty position, time spent as a Practitioner in Residence at Missouri State University will not be counted toward the time required for tenure and promotion.~~

3.5.76. Executive-In-Residence

The position of Executive-in-Residence is offered to outstanding business executives who render a specified service to the University. An Executive-in-Residence is chosen on the basis of outstanding professional attainments and recognition in a field. An Executive-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department/academic unit, and continued funding. ~~If an Executive-in-Residence applies for and is appointed to a tenure track faculty position, time spent as an Executive in Residence at Missouri State University will not be counted toward the time required for tenure and promotion.~~

3.5.87. Adjunct Faculty

Adjunct Faculty are those individuals who offer educational experiences to students of the University but who have no appointment with the University. The title is honorary, although the Adjunct Faculty member may receive an honorarium. Adjunct faculty may also receive a University ID, e-mail account, and library privileges.

3.5.98. Per Course Faculty

A per course faculty member is appointed on a semester basis and may teach no more than twelve credit hours during any 12-month period. Employment terminates automatically at the end of the appointment period. A per course faculty member who has any other type of employment at Missouri State University is also subject to an overall limitation of 1000-hours over any 12-month period and should contact the Office of Human Resources for clarification of restrictions. Per course faculty should possess a minimum of a master's degree or the equivalent professional experience in a field determined acceptable by the Dean. Per course faculty members receive no retirement or insurance benefits. However, they may be allowed the use of Hammons Student Center, the University Libraries, resources provided by Computer Services, and Magers Health and Wellness Center. Per course faculty have only the duties directly associated with teaching and are not required to perform committee work nor assume other responsibilities required of tenure-track faculty. -A notice and search process is not required to fill these positions, but the position must be posted and reasonable effort should be made to meet the affirmative action policy. These positions require the recommendation of the Department HeadAUL and the Dean, and approval by the Provost.

3.5.109. Academic Affiliate Appointments

Academic Affiliates are those individuals employed full-time by the University in non-academic positions and who are assigned to teach courses, supervise students or direct research in academic departments. Academic Affiliate assignments are based on the experience, training, and interests of individuals that would qualify them to teach, supervise students and/or direct research outside their normal assignments and upon the needs of the University to utilize their expertise in teaching responsibilities. The teaching/supervision responsibilities of the Academic Affiliate may be included as part of the non-academic load with no additional remuneration or the Academic Affiliate may be compensated through overload pay.

3.5.110. Research Faculty

Effective January 1, 2007, Research Faculty appointments became non-tenure track; Research Faculty who held tenure prior to January 1, 2007, retained their tenure status. Research faculty are members of the faculty whose primary responsibility is Research, but according to specific assignments, may be involved in Teaching, and Service also. Research Faculty members must hold graduate degrees in appropriate disciplines. Appointment is to the rank of Research Associate, Assistant Research Professor, Associate Research Professor, or Research Professor. -The standards for these ranks shall be the same as those for the comparative ranks in Section 3.4. Research Faculty are not eligible for tenure, but have the same right to academic-freedom accorded tenure-track faculty. Departments Academic units desiring to appoint Research Faculty shall develop appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Evaluations of research faculty members will be based primarily upon research, with teaching and service accomplishments considered commensurate with assigned duties.

3.5.110.1. State Fruit Experiment Station Research Faculty

State Fruit Experiment Station faculty members hold Research Faculty status with responsibilities in Research, Teaching, Service, and Outreach. Evaluations shall be based on these areas commensurate with assigned duties. Outreach includes various teaching and service activities targeting the public and industry, including but not limited to individual consultations, diagnostic services, conferences, workshops, field days, and other educational opportunities. Activities at the State Fruit Experiment Station are mandated by state law (RSMo (1899) ch. 67, art. 3, sect. 4725-4737 and RSMo (2000) chpts. 261.023, 262.030-262.090). State Fruit Experiment Station Research Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure-track faculty. However, Research Faculty who held tenure prior to January 1, 2007, shall retain their tenure status. ~~A Research Faculty member with a probationary appointment prior to January 1, 2007, shall be eligible to apply for tenure as stated in the faculty~~

member's appointment letter.

3.5.10.2. Research Faculty - Research Centers

Faculty members may be initially appointed to service in the research centers to conduct research which is partially or totally supported by outside funds. Such faculty members are designated as Research Associate, Assistant Research Professor, Associate Research Professor, or Research Professor. Qualifications for appointment must be commensurate with appointment to the tenure-track faculty. Research Faculty members have such rights, prerogatives, and benefits (e.g., sick leave, vacation, etc.) as are provided in each individual appointment. A Research Faculty member may be employed without limit, subject to the availability of outside funding to support the appointment. If a Research Faculty member is appointed to a tenure-track faculty position, time spent in the term position ~~will not~~ may be counted toward the time required for tenure and promotion.

All faculty members assigned or appointed to research centers are entitled to the full protection guaranteed all faculty members ~~dealing with academic freedom (refer to Section 3.1.2).~~ in the Section of this Faculty Handbook dealing with academic freedom (refer to Section 3.1.2).

3.5.11. Clinical Faculty

~~Clinical Faculty are members of the faculty whose primary responsibilities are clinical education and service. Clinical Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure track faculty. Clinical Faculty may participate in research and other scholarly or creative activities. Clinical Faculty must be qualified as defined by professional/discipline standards, have practical experience appropriate for the responsibilities assigned and must maintain appropriate professional credentials. Appointment is to the rank of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor. Departments Academic units desiring to appoint Clinical Faculty shall develop appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Clinical Faculty may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department/academic unit, and continued funding. Clinical Faculty are not eligible for tenure but have the same right to academic freedom accorded tenure track faculty. If a Clinical Faculty member is appointed to a tenure track faculty position, the time spent as a Clinical Faculty member at Missouri State University will not count toward the probationary period for tenure and promotion. Clinical Faculty members may be appointed to 9-month or 12-month appointments. Clinical Faculty on 9-month contracts will receive salary compensation and benefits for 12 months. Clinical Faculty applying for promotion to Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor have the option of using either the most current version of promotion criteria or an earlier newer version of criteria that has been in effect since their hiring or previous promotion which was in effect within seven years of the application. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.~~

3.6. Special Appointments

3.6.1. Emeritus Status

Appointment to Emeritus Faculty status is granted as a result of meritorious service to the University, including contributions in the areas of Teaching, Research, Service and leadership. To be eligible for the title, a faculty member must also satisfy the following requirements: (1) completion of at least ten years of full-time academic service to Missouri State University (some exceptional senior faculty may be recognized with fewer than ten years of service), and (2) retirement status or disability status at Missouri State University. Emeritus status is awarded through affirmative vote of the full-time faculty in the department/academic unit in which the candidate holds appointment and by favorable administrative action. The candidate shall be informed in writing in a timely manner of non-approval at any stage of the review process. Emeritus faculty, who will be listed as such in the University Catalog, shall be entitled to all benefits provided to University retirees (Refer to Section 14.2) and, in addition, shall receive invitations

to special events, an e-mail account, and a President's parking pass. Emeriti faculty are entitled to enroll in one course per semester and have their required student fees paid by the University. This educational fee waiver benefit may be assigned to eligible dependent children of the retiree or to the spouse of the retiree. ~~When this benefit is assigned to an eligible dependent child, that child may receive up to 15 credit hours per academic year, the same benefit provided to active faculty employees' children.~~

3.6.1.1. Reappointment of Emeritus Faculty

An Emeritus faculty member may be reappointed to a temporary appointment after achieving emeritus status to teach or for other academic assignments. In general, reappointments are renewable but will be approved for only one year at a time. The title used for a reappointment is appropriate rank Emeritus.

3.6.2. Joint Appointments

A joint faculty appointment is one in which a faculty member has responsibility to, and review by, more than one ~~department/program/schools~~department/program/school. Joint appointments may be made in connection with interdisciplinary teaching and research programs involving two departments. The salary of a person who is jointly appointed may be apportioned between the ~~departments~~academic units commensurate with assigned duties. ~~Departments~~Academic units involved in making joint appointments shall prepare a written agreement defining the division of responsibilities; the criteria and process for salary, performance review, reappointment, promotion and tenure decisions; teaching and research assignments; voting rights of the faculty in each ~~department~~academic unit; and process for resolving conflicts. One ~~department~~academic unit shall be designated the administrative home ~~department~~ and is responsible for the initiation of personnel transactions of the appointment. The home ~~department~~academic unit shall seek input from the other ~~department~~academic unit regarding assignments and evaluation of the faculty member. Joint appointments shall be made only upon the recommendation of the administrative heads of the academic ~~departments~~units concerned, and with the approval of the College Dean(s), Provost, President, and Board of Governors.

3.6.3. Associate Appointments

An Associate faculty appointment is one in which a faculty member is affiliated with a center or institute for research or service projects, which typically are supported by awards, grants, or contracts. An Associate faculty appointment may be offered by a center or institute to a qualified tenure-track or non-tenure-track faculty member to recognize the faculty member's involvement with that unit. Associate faculty appointments shall be made only when it is mutually beneficial to the faculty member, to the home ~~department~~academic unit of the faculty member, and to the granting unit. Associate faculty appointments may be initiated by the granting unit for a specified period but require approval of the faculty member's ~~Department Head~~AUL, the appropriate College Dean(s), and the Provost. A memorandum of understanding (MOU) defining the objectives, time commitment of the Associate faculty, and compensation terms must accompany the appointment. Ideally, the agreement would be in place at least three months in advance of the effective date of the appointment. Associate faculty appointments are by invitation only and are completely voluntary.

For probationary tenure-track faculty, time spent at centers or institutes counts toward tenure eligibility. Time spent at centers or institutes also counts towards eligibility for sabbatical leave.

3.7. Tenure

3.7.1. General Philosophy

The primary responsibilities of the faculty at Missouri State University are Teaching, Research, and Service. By accepting an appointment at this University, an individual in a tenure-track position assumes a responsibility to pursue scholarly activities in each of these areas. Such pursuits necessitate broad intellectual freedom, as discussed in Section 3.1.2.

Tenure is a means to certain ends, specifically: (1) freedom in Teaching, Research, and Service; (2) freedom to pursue extramural activities, and (3) a sufficient degree of economic security to make the profession attractive to ~~men and women~~ individuals of ability. Academic freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

3.7.2. Tenure

Only members of the tenure-track faculty are eligible for tenure. The choices that the University makes in granting tenure are crucial to its endeavors toward academic excellence. A decision to grant tenure must reflect an assessment of high professional competence and performance measured against University standards. Recommendations for tenure are made in accordance with ~~department~~ academic unit, college, and University policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of applicants for tenure to provide sufficient relevant documentation as evidence in support of their Teaching, Research, and Service activities.

Tenure is based on a thorough evaluation of the candidate's total contribution to the University. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in Teaching, Research, and Service. Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating that the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (Refer to Section 4). All initial appointment letters for individuals hired in tenure-track faculty positions will specify the last semester during which this tenure application can be made. If a tenure application is not made by a faculty member by this specified time, the individual forfeits all expectations for tenure as specified in this Faculty Handbook. De facto tenure will not occur. ~~-~~ Tenure-track faculty who have not been granted tenure by the end of their seventh year of employment at Missouri State University shall not be further employed by Missouri State University in a tenure-track position.

3.8. Prior Service and the Probationary Period

Beginning with appointment to a tenure-track position, the probationary period at Missouri State University shall not exceed seven academic years. Credit toward the probationary period may be granted for prior full-time service to Missouri State University or to other regionally accredited baccalaureate-degree-granting institutions of higher education (or the equivalent as determined by the Provost) equivalent to service to Missouri State University. Credit for previous service is specified in the initial appointment letter. If no credit is specified, none is given.

Time spent ~~in~~ scholarly leave will count as part of the probationary period. In all cases, tenure decisions are made by the final probationary year.

3.8.1. Stopping the Tenure Clock

Notwithstanding the above, the probationary period may be extended at the request of the faculty member for reason of medical condition, to accommodate important family care issues, or military service for a period typically not to exceed two additional years. Such extension will be based upon the recommendation of the ~~Department Head/School Director~~AUL, Dean, and with approval by the Provost in consultation with Human Resources.

3.8.2. Tenure Upon Hire

An applicant for a position as Associate Professor or Professor may be offered tenure as a condition of initial employment only under the following circumstances: (1) the possession of academic credentials reflecting exemplary teaching and service experience, as well as excellence in research, including nationally recognized peer-reviewed publications in the applicant's academic discipline, and (2) an affirmative vote of a majority of the tenured faculty in the affected ~~department~~academic unit.

3.9. Locus of Tenure

Tenure is awarded only by a formal vote of the Board of Governors. The locus of tenure is in the University (except that faculty of the Greenwood Laboratory School hold tenure in the Laboratory School – see Section 3.3). Assignment of tenured faculty will normally be to academic ~~departments~~units but tenured faculty may by consent be assigned to other professional duties (see also Section 13.2.4.21-3). Tenure, once granted, remains in the University.

3.10. Non-Reappointment of Tenure-Track Faculty during the Probationary Period

Non-reappointment decisions will be reached according to procedures described in Section 4 Faculty Evaluations. Notice of nonrenewal of appointment, or of intention not to recommend renewal of appointment, shall be given in writing by the Provost in accordance with the AAUP "Standards for Notice of Non-reappointment" ~~cited~~ described in Section 4.6.31.

3.11. Graduate Faculty

Members of the graduate faculty shall be competent in graduate instruction, conducting and disseminating research, and the supervision ~~direction~~ of research (as defined broadly in Section 4.2), clinical practice, or applied practice appropriate to the University's graduate program mission and to the educational goals of a particular graduate program. ~~They shall be engaged in research or applied practice appropriate to the faculty member's academic discipline.~~ Normally, the graduate faculty is composed of individuals who hold academic rank of Assistant Professor, Clinical Assistant Professor, or higher in ~~departments or programs~~academic units that offer graduate degree programs or who support graduate students in other formal ways. Faculty members without earned terminal degrees, but who are widely recognized as leaders in their academic disciplines, may be elected to be graduate faculty upon approval by the Graduate Council.

Each graduate faculty member must meet specified criteria to receive graduate faculty status as set forth by the Graduate Council. ~~All departments~~academic units must have current criteria for graduate faculty status and may require faculty within their ~~department~~unit to meet criteria that are in addition to the criteria set by the Graduate Council. ~~Departmental~~Academic unit criteria must be approved by the Graduate Council and shall be on file with the Graduate College.

Graduate ~~f~~Faculty status will be of two kinds, Research and Professional. ~~Specifically, Research Graduate faculty must have a terminal degree in the discipline and a minimum of three scholarly publications (or equivalent) in hand.~~

1 They shall be engaged in research or applied practice appropriate to the faculty member's academic discipline. For
2 faculty whose research is in the visual and performing arts and who are designated to direct
3 graduate/artistic/performance projects, the publication requirement may be satisfied in whole or in part by an
4 established record of reviewed exhibition or performance (art shows, concerts, theatre productions, etc.). Professional
5 Graduate faculty status ~~is~~ for individuals whose professional training and/or experience is appropriate for graduate-
6 level education. ~~In~~ order to be granted Professional Graduate faculty status, individuals must possess a
7 graduate/professional degree in a relevant discipline, have at least two years of relevant experience, and have
8 professional certification (if any) or other requisite experience to fill needs of graduate programs.

9 Potential members of the graduate faculty must be supported by a majority of the graduate faculty in their ~~department~~
10 academic unit and approved by their ~~Department Head~~AUL and Dean before being presented to the Graduate Council
11 for approval. Recommendations for graduate faculty status must gain the majority vote of approval by the Graduate
12 Council Membership Committee and be accepted by the Graduate Council by a three-fourths majority vote.

13 Upon receiving graduate faculty status, faculty members are eligible to (a) teach 700-level and above courses, (b) to
14 serve as graduate program directors or coordinators, (c) serve as research advisers and on research committees, (d)
15 serve as graduate academic advisers, and (e) serve on graduate faculty committees and graduate program advisory
16 committees. Faculty with Graduate Faculty status are eligible to elect ~~department~~-colleagues from their unit to the
17 Graduate Council, ~~serve on the Graduate Council~~, and challenge actions of the Graduate Council. Only members
18 with Research Graduate faculty status may serve as chairs of thesis committees. Under certain circumstances, an
19 individual who has not been elected to the graduate faculty may be temporarily authorized by the Dean of the Graduate
20 College to teach a specific 700-level or higher course if that individual's training and/or experience warrants. ~~Graduate~~
21 faculty members ~~shall~~may receive reassigned teaching loads for graduate program advisement, research advisement,
22 or thesis supervision.

23 The term of appointment to the graduate faculty is normally for an indefinite period. However, a member of the
24 graduate faculty may be removed by a three-fourths majority vote of the Graduate Council following such
25 recommendation by the ~~Department~~academic unit, supported by a three-fourths majority vote by the ~~Department's~~
26 unit's other graduate faculty.

27 Faculty not meeting the full requirements for graduate faculty status can be given probationary status for two years
28 that can be renewed for an additional two years, following the same process as described above. Other than term of
29 appointment, faculty holding probationary status have the same privileges as those granted for permanent status.

30

4. FACULTY EVALUATION

4.1. Faculty Performance Criteria and Evaluation Model

Faculty performance criteria at Missouri State University are based on the purpose and mission of the institution. The general mission of the University, in relation to its faculty, is the advancement of learning, scholarly inquiry, and service, but this translates, in terms of its students, to the single purpose of developing educated persons. To accomplish this, the university's mission includes ~~cultivating-generating and disseminating advanced knowledge~~ ~~advanced knowledge~~ and practices and serving its constituents. The specific public affairs mission of the university further enhances its purpose to include fostering ethical leadership, cultural competence, and community engagement. The University honors the principles of academic freedom, academic excellence, diversity in scholarly and cultural perspectives, ~~inclusive practices~~, and equal opportunity.

~~The following table outlines the evaluation categories for faculty with different types of appointments. Some variations on these criteria may be made based on contract letters. These processes result in different outcomes, and the criteria for tenure and promotion are differentiated for all types of faculty appointments. The evaluation processes are specified in Section 4.6. Performance reviews are mission related and should be consistent with tenure and/or promotion decisions. The criteria used for evaluation in each category are based on specific elements in the university's mission as specified below. All policies and procedures described herein for departments academic units apply to any academic unit that has primary faculty evaluation responsibilities, for example, a school.~~

~~Faculty Appointment Type~~	~~Evaluation Based On:~~	~~Section~~
~~Tenure-Track Faculty~~	~~Teaching, Research, Service~~	~~4.2~~
~~Instructors*~~	~~Teaching, Service~~	~~4.2~~
~~Clinical Faculty~~	~~Clinical Education, Professional Productivity/Research, Service~~	~~4.3~~
~~Research Faculty (except State Fruit Experimentation Station)~~	~~Research, Service~~	~~4.4~~
~~Research Faculty (State Fruit Experiment Station)~~	~~Teaching, Research, Service, Outreach~~	~~4.4, 4.2~~
~~Per-Course Faculty~~	~~Teaching or Clinical Education, depending on contract~~	~~4.2 or 4.3~~
~~*Some Instructors may be evaluated on Research, depending on their contracts.~~		

4.2. Evaluation of Tenure-Track Faculty and Instructors

Tenure-track faculty members are expected to be actively engaged in Teaching, Research, and Service throughout their careers, but the University recognizes that, at different times, faculty members may shift emphasis from one category to another. It is generally expected that during the probationary period the emphasis should be on Teaching and Research and that at any time during one's career at Missouri State University, each faculty member must negotiate an individual workload with their ~~ir~~ AUL Department HeadAULs (within broad University parameters approved by the Provost), with the conditions of employment laid out clearly at the time of employment, and adjusted thereafter through negotiation with the ~~Department Head~~AUL and Dean as approved by the Provost (refer to Section 4.6.5). The ~~teaching, research, or service~~ obligations of ~~anthe~~ academic unit should not fall disproportionately on any individuals or subset one segment of the faculty. The faculty are also expected to adhere to standards of ethical conduct in all areas of performance (refer to Section 3.1).

Expectations for Instructors are similar to those for tenure-track faculty except that there is an increased emphasis on Teaching and normally no expectation for Research.

4.2.1. Teaching

4.2.1.1. Teaching Mission

The teaching mission at Missouri State University is to develop educated persons. In doing so, the University is committed to standards of excellence and academic integrity. An educated person:

- is someone who is literate in the broadest sense,
- has an appreciation of the responsibility of lifelong citizenship and an awareness of global issues,
- seeks solutions to problems by means of a broad base of knowledge, as well as in-depth mastery of at least one specific academic discipline, and
- has the skills and motivation to continue to learn after leaving the university, thus being prepared for both lifelong learning and lifelong productivity.

In support of developing educated persons, the University provides high-quality education that is accessible to a broad spectrum of individuals, including those facing challenges involving distance, income, or disability. ~~Furthermore, in recognizing the value of an open and free exchange of ideas, Missouri State University promotes diversity in all its forms, as a means to provide a wide variety of sources of knowledge and perspectives.~~

4.2.1.2. Evaluation of Teaching

Teaching is among the most important faculty responsibilities of any institution of higher education.- The attributes considered to be indicative of effective teaching vary among individuals and across disciplines; however, high levels of student engagement and deeper learning are core values that are common to all.

Teaching effectiveness must be taken seriously with review and evaluation occurring on many levels. Evaluating and improving teaching is an ongoing and critical function of faculty and administration. -Teaching effectiveness must be based on performance across a reasonable period of time and number of classes, and it cannot be measured in isolation.

~~Evaluation of teaching effectiveness should consider overall~~Teaching effectiveness is affected by overall workload, level of course, experience in teaching a particular course, number of students, use of new modalities or approaches, and nature of course (general education, requirement in major, etc.).

The areas outlined below are the basis for evaluating faculty members' teaching effectiveness for tenure and promotion and for required annual performance reviews.- Sections 4.2.1.2.1, 4.2.1.2.2, and 4.2.1.2.5 represent essential elements of teaching evaluation, while sections 4.2.1.2.3 and 4.2.1.2.4 represent additional aspects of areas that may be evaluated as appropriate. ~~Departmental-Academic unit~~ evaluation plans must include specific required and/or encouraged criteria in these areas, as well as the materials that would be expected for adequate documentation of meeting the criteria.

4.2.1.2.1. Knowledge

Faculty members must be ~~currently informed up-to-date~~ and competent regarding the content of their courses, whether they are part of a discipline-specific major or the general education curriculum.

Faculty who engage in student ~~academic~~ advising must be thoroughly familiar with university requirements so ~~that~~ their advisees make appropriate progress toward a degree and graduate in a timely manner.

4.2.1.2.2. Teaching strategies

There is substantial literature on best practices in university teaching, and faculty members should incorporate best

practices in their classes to the extent possible. They must specify learning ~~objectives-outcomes~~ for each course, ensure that their students understand how to achieve those ~~objectivesoutcomes~~, and use grading systems that reflect the degree to which students accomplish the ~~objectivesoutcomes~~. Faculty must be appropriately accessible to students through a variety of means (e.g., office hours, electronic communication). Faculty should strive to include high-impact instructional practices, such as community engagement ~~and, problem and problem~~-based, experiential, and collaborative learning. ~~In addition, course content and instructional strategies should reflect awareness of diversity and differences among learners; selection~~Selection of situationally appropriate instructional strategies to improve student learning is encouraged.

~~In addition, course content and instructional strategies should reflect awareness of diversity, and differences among learners can improve student learning and are encouraged where they are appropriate.~~

4.2.1.2.3. Accessibility

Where appropriate, faculty may extend the availability of education beyond the traditional classroom setting through activities that include, but are not limited to, offering distance learning, online courses, public lectures, ~~or~~ workshops, working with the community and public schools in providing access to education, and developing educational materials ~~that enhance accessibility that address accessibility issues.~~ See Section 8.2 regarding student disability accommodation and accessibility.

4.2.1.2.4. Diversity

~~Special efforts to bring diversity to students' educational experience might include inviting guest speakers who offer diverse viewpoints, taking students to locations where they will be exposed to an unfamiliar environment, and requiring students to seek out diversity as part of their course requirements.~~

4.2.1.2.5. Evaluation and response to feedback

Faculty must ensure evaluation of their teaching through multiple means (e.g., self-reflection, peer and/or supervisor review, assessment of student learning outcomes). Student evaluations are an important source of feedback; however, they should account for no more than 50% of the total evaluation of teaching effectiveness. Faculty should carefully consider evaluation data and modify teaching strategies as appropriate.

4.2.1.3. Documentation

Faculty must provide evidence that documents sufficient knowledge, use of teaching and advising strategies, evaluation, and response to feedback. ~~Documentation should also be provided to establish any claims of enhanced accessibility or special attention to diversity and differences among learners.~~ Course syllabi can be rich sources to indicate currency in course content and delineation of student learning outcomes and associated grading systems. Peer and student evaluations and the faculty member's response to those evaluations can address the extent to which strong ~~and accessible~~ teaching methods ~~and materials~~ are used, as well as the degree of access ~~to students provided by~~ the faculty member ~~maintains~~. Other useful types of documentation include pre-/post-course student performance on course knowledge and skills, professional development completion certificates, teaching portfolios, and unsolicited external letters of support.

~~Departmental-Academic unit~~ plans must provide specific information regarding the documentation expected for annual reviews. Examples of different approaches to the evaluation of teaching effectiveness can be found in Faculty Senate Action 18-97/98, available at the Faculty Senate web site.

4.2.2. Research

4.2.2.1. Research Mission

The process of Research is understood as the production and formal communication of original creative, scholarly

work, and, while the definitions of “scholarly” and “creative” may differ across academic disciplines, the process is understood to support the University’s general mission in all three fundamental areas of faculty responsibility: Teaching, Research, and Service. Research both advances knowledge in a particular specialized academic field and encourages individual faculty development; it enhances the quality of education ~~which that~~ students, faculty and staff receive. It also helps fulfill the University’s Service -obligation by contributing to the public welfare.

The University recognizes a broad spectrum of activities in the area of Research due to the diversity and uniqueness of academic fields. Herein, Research will be defined as the production and formal communication of creative, scholarly works. The nature of Research varies widely among different academic disciplines, but generally refers to the discovery, refinement, evaluation, and synthesis of information, the application of specialized knowledge to the solution of problems, and artistic activity. The activities recognized as Research vary by, and are defined within, each academic discipline.—Descriptions of what is recognized as Research can be found in approved ~~departmental-academic unit plan s~~guidelines. -To qualify as Research, activities must produce outcomes that are disseminated and typically subjected to critical peer review or evaluation by the scholarly community, and those outcomes should serve the growth of knowledge in a field or be of significant practical use. Research activities considered for evaluation can ~~be~~ involve academic disciplines outside the home ~~department-unit~~ of the faculty, in accordance with an academic unit’s guidelines.-

Specific modes of Research include:

- Discovery: gaining knowledge of or ascertaining the existence of something previously unknown or unrecognized;
- Application: using established knowledge to solve significant problems;
- Synthesis: bringing knowledge together from disparate sources to produce a whole work that is greater than the sum of its parts;
- Criticism: using established values (aesthetic, logical, ethical) to evaluate quality of artifacts (e.g., art, legal decisions, news media); and
- Creation: ~~-production-of~~ unique forms of expression, generation of new interpretations, theory-building, model-building, and performance.

These modes of Research should be considered of equal weight and importance in the faculty evaluation process.

4.2.2.2. Goals and Criteria for Evaluating Research

The following goals and criteria are the basis of evaluating faculty members’ Research for tenure and promotion and for required performance reviews. Item 1 below is of paramount importance on this list, and any faculty member, in order to succeed in the area of Research at Missouri State University and attain tenure and promotions, must succeed in ~~I~~-item 1. Although ~~I~~items 2, 3, and 4 are not individually prescriptive, they are inclusive of Research and may be considered. Success in one or more of these areas (2 – 4) is required to attain tenure and promotion from Assistant Professor to Associate Professor. Sustained success in one or more of these areas is required for promotion from Associate Professor to Professor. Evaluation of research effectiveness must include some level of formal documented review by faculty external to the home ~~departmentunit~~ of the faculty being evaluated.

1. Expand Knowledge and/-or Demonstrate Growth in Area of Expertise

Faculty members meet this goal if they have engaged in sufficient quantity and quality of peer--reviewed Research in any of the five modes of scholarship appropriate to their field (as defined by ~~departmentthe academic unit~~). The scholarship of teaching and learning is included here, because any ~~departmentacademic unit~~ may have faculty members who either specialize in education within their discipline, or who do Research in this area because it is important to their academic field or part of their assignment by the department. This Research content area should be fully recognized and evaluated according to the standards of one of the five

1 modes of Research.

2 3 2. Application of Research to Benefit University Constituents

4 The criterion for this goal refers to the application of Research to solving problems or addressing situations
5 significant to the public that require professional expertise.

6 7 3. ~~Transmission~~Dissemination

8 The criterion for this goal refers to ~~transmission-dissemination~~ of Research products beyond that required for
9 peer review in one's field. Faculty members meet this goal if they can document accomplishments in sharing
10 knowledge and creative work with a broader audience.

11 12 4. Involvement of Students

13 Research is of added value in the University mission if the work involves students, either undergraduate or
14 graduate, as active participants in the research process.

15 16 4.2.2.3. Engaged Public Research

17 Public Research supports the University's Public Affairs mission. Engaged Public Research includes research relating
18 to civic participation in public life, participation by engaged scholars, and the impact of public scholarship on all
19 constituencies. Projects that advance Engaged Public Research are not always subject to critical academic peer review,
20 but should include input from a rigorous review conducted by involved community partners who collaborated with
21 the public scholar. This input must assess the significance of the project, the quality of the relationship, and the impact
22 on public good.

23 ~~-which has three pillars: ethical leadership, cultural competence and community engagement. It~~Public is Research is
24 integral to ~~some~~ a faculty member's academic disciplines, ~~and-~~It encompasses different forms of constructing
25 knowledge about, for, and with diverse publics and communities. Through a coherent, purposeful sequence of
26 activities, it contributes to the public good and yields outcomes of public and intellectual value.

27
28 The University recognizes that Engaged Public Research must be ~~included~~ in a department's academic unit's tenure
29 and promotion policy. This scholarly activity should involve a partnership with scientific professional organizations;
30 ~~the or~~ public and/or private sector entities, that and enriches knowledge, addresses and helps solve critical societal
31 issues, and contributes to the public good. The department's academic unit's governance documents should clarify
32 how such Research will be evaluated.

33
34 ~~Engaged Public Research includes Research focused on diversity, equity, and inclusion, civic participation in public~~
35 ~~life, participation by engaged scholars, and the impact of public scholarship on all constituencies. Projects that advance~~
36 ~~Engaged Public Research are not always subject to critical academic peer review, but should include input from a~~
37 ~~rigorous review conducted by involved community partners who collaborated with the public scholar. This input must~~
38 ~~assess the significance of the project, the quality of the relationship, and the impact on public good.~~

39 40 4.2.3. Service

41 4.2.3.1. Service Mission

42 Faculty Service ~~-at~~ Missouri State University serves three purposes: to support the academic tradition of shared
43 governance, to support the professional and organizational needs of the disciplines, and to bring the products of
44 University work to the public for its benefit.

45 46 4.2.3.2. Goals and Criteria for Evaluating Service

47 The following goals and criteria are the basis of evaluating faculty members' Service ~~-for~~ tenure and promotion and

for required performance reviews. Item 1 below is of paramount importance on this list, and any faculty member, in order to succeed in the area of Service -at Missouri State University and attain tenure and promotions, must succeed in I-item 1. -Although- Items 2, 3, and 4 are not individually prescriptive, they are inclusive of Service -and may be considered. Success in one or more of these areas (2 – 4) is required to attain tenure and promotion from Assistant Professor to Associate Professor. -Sustained success and documented leadership in one or more of these areas are required for promotion from Associate Professor to Professor. Evaluation of service must include some level of formal documented review by faculty external to the home ~~department~~academic unit of the faculty being evaluated.

1. University Citizenship

In the interest of maintaining broad participation in the decision-making process at the University, faculty must recognize their responsibilities to the organization and contribute fairly to the task of shared-governance. This includes, but is not limited to, service on program, departmental, school, college, and university committees and task forces. ~~In so doing, faculty members increase the level of self-determination in their ranks.~~

Service activities supporting University citizenship may also include collaborations and contributions for the collegiate well-being such as providing professional development, participating in campus discussions, and expanding opportunities for shaping the learning environment.

Exceptions to this policy require ~~Department Head~~AUL approval in keeping with ~~departmental~~unit guidelines.

2. Professional Service

The criteria for this goal refer to contributions to professional organizations within the faculty member's field. Professional association participation may include serving as a board member, division chair, officer, editor, reviewer, committee member, etc. of a professional organization. Additionally, this may include sponsoring, mentoring, or advising an active student organization, or providing opportunities for student experiences outside the expectations of teaching.

3. Public Service

Faculty members meet this goal when they provide evidence of using their professional skills and expertise to serve community, state, national, or international public constituents. This may take the form of serving as a board member, division chair, officer, editor, reviewer, committee member, etc. of a public organization, or writing op-eds or other articles in newspapers or other print media or on television or radio, etc. -In this way, Faculty members not only further the mission of public outreach, but also serve as models for their students who are encouraged to engage in similar activities.

4. Professional Consultation

Faculty members may meet this goal by submitting evidence of providing professional expertise to business, industry, schools, community organizations, and colleagues in other university programs. Consultation services to external constituents within the faculty member's professional expertise may be included in this area.

4.3. Evaluation of Faculty with Clinical Appointments

The University recognizes the need to evaluate faculty members with specialized assignments according to the requirements of their appointment letters. Clinical faculty should be so designated in appointment letters. The following addresses the evaluation of clinical faculty (Refer to Section 3.6.11 for a definition of this category).

Clinical faculty are vital to the success of certain programs in professional fields. Their primary purpose is to provide an authentic applied learning environment for students in these disciplines while maintaining their own applied

expertise. -Clinical faculty translate new knowledge in their discipline into clinical practice and clinical practice into new knowledge. -Clinical faculty members have the same Service -requirements as those with standard appointments. (Refer to Section 4.2.3.2.) Areas of performance evaluation and evaluation for promotion specific to clinical faculty are Clinical Education and Service.

4.3.1. Clinical Education Mission

The Clinical Education Mission for Clinical Faculty- ~~in the area of Teaching is eneompasses the Teaching mission to~~ develop educated persons as defined in Section 4.2.1.1, and the specific mission to evaluate clinical competencies. Therefore, the goals and criteria for evaluating the teaching activity of Clinical Education are specific to this faculty role.

4.3.2. Goals and Criteria for Evaluating Clinical Education

Clinical faculty members have responsibilities for didactic and clinical instruction and/or supervision in clinical or field settings. These roles require communicating information and knowledge to students, promoting the acquisition of skills, fostering the development of critical thinking, modeling ethical behavior, and evaluating clinical competencies. Specific responsibilities may include the development of clinical settings, coordination of student field or clinical experiences, instruction, supervision, and evaluation of students. Clinical faculty members must maintain appropriate professional credentials and currency in their practice through continuing education and training. There are two primary goals, with respective evaluative criteria. The first goal must be achieved for promotion.

1. Developing educated persons who are competent clinical professionals

Success in this area both describes successful clinical education at this University and is a prerequisite for successful performance review and for promotion.

- a. Clinical faculty members meet this goal when they demonstrate their effectiveness in cultivating students' knowledge base and skills within a specific discipline including competencies for professional practice.
- b. Faculty should strive to make explicit the relationship between the general education curriculum and various disciplinary curricula so students can integrate their acquired knowledge and skills for lifelong application.
- c. Maintenance of appropriate professional credentials and evidence of continuing professional development are required to meet this goal.

2. Exceptional Modes or Qualities of Clinical Education

The specifics in this area need to be described in writing by the ~~department-academic unit~~ from the beginning of employment, with any exceptions dependent on negotiation between the clinical faculty member and the ~~Department Head~~AUL and the Dean, as approved by the Provost.

a.-Outstanding Performance as a Clinical Educator

Beyond basic effectiveness as a clinical educator, outstanding performance may be evidenced by judgments made by students, peers, administrators, and colleagues with appropriate academic and clinical expertise. Further evidence may include external recognition for outstanding preparation of students for professional clinical fields, and students receiving external recognition for outstanding clinical outcomes. Such evidence may also include noteworthy clinical outcomes or Research done with undergraduate and/or graduate students, noteworthy work in student advisement, participation in graduate committees, and grants to support innovative clinical education.

1
2 b. Experiential Learning

3 While it is expected that all Teaching and Clinical Education efforts contribute to developing citizen
4 scholars, special efforts in this regard may be used to meet this goal. Faculty should provide evidence of
5 service learning components in their courses, internships, externships, or other structured outreach
6 activities that apply the course material to clinical or practice contexts.
7

8 c. Accessibility

9 This goal refers to efforts to increase students' accessibility to clinical education beyond one's typical
10 assignments. These may include, but are not limited to, offering online or distance learning, online (for
11 credit courses), and continuing professional education for practitioners, public lectures or workshops,
12 working with community agencies and health care institutions in providing access to education, clinical
13 service/interventions, and developing clinical educational materials that address accessibility issues.
14

15 d. Broadened Learning ExperiencesDiversity

16 Special efforts to broaden ~~use diversity in broadening~~ students' perspectives and to develop cultural
17 sensitivity may include inviting guest speakers who offer diverse viewpoints, establishing clinical
18 experiences/ externships in diverse settings, or providing exposure to clinical populations with special
19 needs.
20

21 **4.3.3. Service**

22 Goals and criteria for evaluation of Service for faculty with clinical appointments are identical to those for faculty
23 with standard appointments Academic units should be mindful that opportunities for service may differ for Clinical
24 Faculty from those available to other faculty, and recognize a wide range of service activity (Refer to Section 4.2.3.2).
25

26 **4.3.4. Professional Productivity / Research**

27 Clinical faculty may be evaluated on professional productivity and Research for promotion, as indicated in their
28 individual initial appointment letter or as later negotiated with their unit leader.
29

30 **4.3.4.1. Professional Productivity Mission for Clinical Faculty**

31 Professional productivity includes translation of new knowledge into measurable improvements in clinical outcomes
32 through practice and communications with peers, as well as original Research in any of the five modes identified in
33 Section 4.2.2. Professional Productivity/Research advances knowledge and practices in clinical professions, promotes
34 development of clinical faculty, and enhances the quality of clinical education for students. Although there is
35 inevitable overlap with the Clinical Education and Service criteria, Professional Productivity/Research criteria focus
36 on professional outcomes, recognition, and development.
37

38 **4.3.4.2. Goals and Criteria for Evaluating Professional Productivity/Research**

39 Below are the four goals with respective criteria for evaluating Professional ~~p~~Productivity/Research.
40 The first goal should be achieved for promotion.
41

42 1. Contributes knowledge to discipline.

43 Translates new knowledge in their discipline into measurable improvements in clinical practice and outcomes
44 and/or translates clinical practice into new knowledge. -The criterion for this goal requires communication of
45 outcomes to peers through conference presentations, workshops, peer-reviewed and/or non-peer reviewed
46 publications, and/or sponsored research/contracts. -Participation on masters-graduate research committees,

selection as a reviewer for a major funding agency, collaboration on Research in clinical settings, and/or the development of nationally recognized clinical service or practice standards also may be considered as evidence.

2. Application of clinical expertise to provide expert service to the local and professional community.

Evidence of positive outcomes within the practice setting may be documented through field assessments, employer surveys, and/or client/patient surveys. Evidence of recognition by professional peers might be documented in the form of awards, requests for service, commendations, citations, etc. ~~may be considered as evidence.~~

3. Transmission.

Clinical faculty members meet this goal by documenting special accomplishments in sharing clinical expertise or Research with a broad audience.

4. Involvement of students.

Professional practice and scholarly activities are of added value to the University mission if the work involves students, either undergraduate or graduate, as active participants in the process.

4.4. Evaluation of Faculty with Research Appointments

The University recognizes the need to evaluate faculty members with specialized assignments according to the requirements of their appointment letters. Research faculty should be so designated in appointment letters. (Refer to Section 3.6.10 3.5.10 for a definition of this category.)

Research faculty members have ~~the~~ similar Research and Service requirements as those with standard appointments for performance review and promotion; however, Research output expectations are naturally higher since Teaching is not required. Refer to the Research and Service criteria for standard appointments in Sections 4.2.2 and 4.2.3.2. Evaluations of State Fruit Experiment Station Research Faculty shall be based on Research, Teaching, Outreach, ~~(see Section 3.6.10.1)~~ and Service, commensurate with assigned duties.

4.5. Faculty Policies and Responsibilities

4.5.1. Teaching

4.5.1.1. Teaching Loads

Workloads for tenure-track faculty with standard appointments involve significant responsibilities for Research and Service in addition to Teaching responsibilities. Accordingly, average ~~departmental~~academic unit Teaching loads for full-time research-active (as defined by each college or academic unit) faculty should approximate 18 equated hours per academic year, and no faculty should be expected to teach more than 24 equated hours per academic year. -Annual Teaching loads should typically be 24 equated hours per academic year for full-time Instructors with normal service loads, and up to 30 equated hours per academic year for full-time Instructors with little or no Service expectation. Teaching assignments for Clinical and Research faculty will vary depending on details of their appointments. Teaching load for all faculty is determined in accordance with the University's Faculty Workload Policy (see Appendix A.) ~~Department-Academic unit~~ personnel or governance documents also address teaching load and other aspects of workload.

4.5.1.2. Meeting Classes

Faculty members are expected to meet their assigned classes.- If an instructor must miss class due to an unusual circumstance or to attend a conference or similar research-discipline-related event, they must-or-to-see-that make

suitable alternate arrangements ~~have been made~~ for learning experiences for their students ~~in the case of a required absence of the instructor because of unusual circumstances or because of attendance at a professional meeting~~. When instructors are unable to meet a class because of ~~a~~ non-emergency personal or professional reasons, they must notify the ~~departmental academic unit~~ office and communicate the class schedule change to the students as soon as is feasible. Faculty who wish to request a religious accommodation to ~~miss~~ class should consult the [Policy Library](#), Op 1.02-1 Accommodations for Religious Observances Policy.

4.5.1.3. Instruction During Campus Closures

When the university announces a closure or alteration to normal operations due to an emergency or inclement weather situation, per the university's closure policy (Op3.29), faculty are generally expected to move classes to any method of alternative instruction deemed appropriate by the course instructor that serves the objectives of the course. Alternative methods of instruction can be disseminated in advance, during, or after campus closures and may include but are not limited to remote learning, live video, recorded video, paper packets, additional readings, etc.

4.5.1.43. Course Policy Statements

Within the first week of classes the faculty member shall issue a written ~~syllabus policy statement~~, for each assigned course summarizing the following, where items marked with asterisks have suggested language posted by the Provost:

1. Purpose: A statement of the general content of the course.
2. Course ~~Objectives~~Learning Outcomes: A list of measurable and desirable outcomes to be achieved upon successful completion of the course.
3. *Attendance Policy: A statement of attendance policy consistent with that of the University, and the policies regarding late arrival and early departure.
4. *Academic Integrity Policy: A statement concerning the policies concerning plagiarism and cheating, including consequences.
5. Textbooks: A list of textbooks and other sources to be used for the course and whether they are recommended or required reading.
6. Test Dates: A statement concerning the announcement of test dates and the test dates if known. If the dates are unknown, approximations should be offered.
7. Examinations: A general idea of the material to be covered on each exam.
8. Grading Scale: A statement of the grading policy to be used in the course.
9. Term Papers (if applicable): A statement of the dates that term papers are due and general criteria used to determine how the papers will be graded
10. Final Exam: A statement as to whether the final will be comprehensive or not, and a general idea of the subject matter to be covered.
11. Makeups: A statement of how or if makeups will be allowed for exams, papers, or other assignments.

Refer to the Provost website for ~~Optional~~-Policy statements for inclusion in Syllabi; individual academic units may have additional requirements.

Course policy statements must be on file in the appropriate departmental/school office.

4.5.1.54. Emergency Response Information

Using the university-wide learning management system, faculty members must provide students with information about safety-related issues (emergency fire exits, safe locations for severe weather, active shooter, etc.) consistent with information provided by the Provost's Office.

4.5.1.65. Review ~~o~~Of Graded Work

After an examination ~~_prepared by a faculty member~~ or any other assignment that has been graded, the work shall be made available to students within a reasonable span of time, so that the students can observe where they have succeeded or failed, ideally before subsequent similar work is due for submission.

4.5.1.76. Class Records

All faculty members must keep accurate accounts of grades and attendance so that they will have factual information for a fair evaluation of each student. All faculty members must leave with their ~~Department Heads/directors~~AUL all grade books or a copy of all grade sheets at the time of leaving the employ of the University. In accordance with the Family Educational Rights and Privacy Act (FERPA), student grades are not to be publicly posted.

4.5.1.87. Student Advisement

Student advisement is the process of assisting students in negotiating the curriculum in order to achieve their educational goals. The process also involves aiding students in thinking through and arriving at educational and professional goals based on an understanding of what higher education is and how it relates to all areas of life.

All faculty members are expected to be knowledgeable of essential aspects of the curriculum and procedures of the University in order to provide accurate and timely advice to students, and should be able to assist in the advisement process through normal contacts with students both in the classroom and in the office. Most faculty members will be assigned individual student advisees for whom they share a particular responsibility for advisement throughout the student's experience at Missouri State University. Some ~~departments~~academic units may utilize either select faculty or staff for formal academic advising.

In the advisement process, faculty members may not make representations or commitments ~~which that~~ are inconsistent with authorized University policies.

4.5.1.98. Office Hours

Office hours are times when faculty are available for direct consultation with students who are in their classes and with advisees. Availability for office hours usually implies presence in an office but, following departmental norms and consent of the ~~Department Head~~AUL, may be satisfied by other means, e.g., electronic consultation. All full-time faculty members must be available for office hours a minimum of five hours each week at times convenient for students. Part-time faculty must also be available for office hours, but the number of office hours will be determined by the ~~Department Head~~AUL. The office hours must be posted in a place where students can see the notice and make plans to confer with the teacher. Faculty members are encouraged to accommodate students who cannot appear during the regular office hours because of schedule conflicts. Exceptions to this policy must be approved by the appropriate ~~Department Head~~AUL.

4.5.1.109. Access to and Release of Student Academic Records

Students' grades are not to be posted publicly. The Family Educational Rights and Privacy Act of 1974 (FERPA) forbids release of educational records unless authorized by statute. Consult the University Policy Library for Op5.11-1 FERPA/Confidentiality of Student Education Records.FERPA policy.

4.5.1.110. University-wide Learning Management System

All faculty members shall use the university-wide learning management system to provide an electronic copy of the course syllabus and schedule, communicate class cancellations and schedule changes, and post student grades.

4.5.2. Research

4.5.2.1. Intellectual Integrity and Ethical Conduct

From 3.1.1, intellectual honesty is essential to the conduct of productive Research. Intellectual honesty demands avoidance of fabrication, falsification, and plagiarism.

Faculty members who ~~de~~engage in funded Research are obligated to meet standards for integrity specified by their sponsoring agencies. -Some granting agencies impose standards on the conduct of Research by all faculty members as a condition on the receipt of grant funds by any faculty member. They include standards for ethical treatment of both human and animal subjects. Those faculty benefiting from such funds must, of course, follow such guidelines.

Ranked faculty and Instructors are full-time employees of the University during their appointment periods.- Faculty consulting engagements may benefit the University, but they must not interfere materially with faculty responsibility. Therefore, faculty members are obligated to report consulting activities to the University. (Refer to also Section 10.)

Finally, the Research of a faculty member may be constrained by codes of professional ethics particular to the faculty member's discipline. Adherence to discipline-specific professional codes is an appropriate subject for peer review of Research performance.

4.5.2.2. Intellectual Property

Some Teaching and Research outcomes are consequences of faculty effort assisted by University support. They may be commercially valuable. Guidelines for equitably sharing the proceeds of intellectual property between faculty and the University are referenced in Appendix A.

4.5.3. Service

4.5.3.1. Service Responsibilities

Each full-time faculty member is expected to participate actively in the shared governance structure of the University by serving on departmental, school, college, and university committees and by assuming an appropriate share of the requisite duties. Service activities also expand opportunities for learning and shape the learning environment.

4.6. Faculty Performance Evaluation Process

4.6.1. General Procedures

The performance of all full-time faculty members is evaluated on an annual basis. Annual reviews of probationary faculty are used to evaluate cumulative progress toward tenure and promotion (see Section 4.6.3 below) and to assess yearly performance. Tenured faculty and non-tenure-track faculty participate in an annual performance review, or, as appropriate, tenure and/or promotion reviews. Thus, each full-time faculty member is evaluated just once each academic year.

The Provost will publish in the annual Calendar for Faculty Evaluation a university-wide timetable for all academic personnel review processes. All reviews occur according to this schedule. Faculty members shall submit materials for annual review of probationary faculty, tenure and/or promotion review, or annual performance review to the academic unit by the deadline specified in the Calendar for Faculty Evaluation.

Each academic unit is expected to have a Personnel Committee and a published set of personnel guidelines as described in Section 4.8.4. Each academic unit is expected to keep complete and accurate records of all evaluations, recommendations, and decisions relating to all reviews of academic personnel. This may also be accomplished by

means of any electronic evaluation system adopted by the University if adequate records are maintained within the system.

Annual reviews of probationary faculty, tenure and/or promotion reviews, and annual performance reviews proceed through a series of formal evaluations and recommendations beginning with the academic unit Personnel Committee (herein referred to as the Personnel Committee). The Personnel Committee forwards its evaluation and recommendation to the Academic Unit Leader. The Academic Unit Leader forwards their evaluation and recommendation along with the Personnel Committee evaluation and recommendation to the Dean of the College. Annual performance reviews end with this step. For annual reviews of probationary faculty and tenure and/or promotion reviews, Deans forwards their evaluation and recommendation along with all previous recommendations to the Office of the Provost. The Provost makes the final recommendation for tenure and promotion decisions and sends positive recommendations to the President and the Board of Governors.

In instances of disagreement between the Personnel Committee and the Academic Unit Leader, there shall be a good faith effort to investigate the basis for these differences and ideally resolve them. In all tenure and promotion cases where the recommendation of the Academic Unit Leader, Dean, Provost, or the President differs from that of the Personnel Committee, the administrator initiating the change shall state in writing to the affected faculty member, the Personnel Committee, and other involved administrators, compelling reasons why they cannot agree with earlier recommendations. This rationale will become part of the review file.

Throughout the entire process, confidentiality of information must be maintained. Faculty members at every level of decision-making must assume personal responsibility to ensure confidentiality is not violated. Copies of artifacts or other review-related materials downloaded from the digital platform by reviewers must be deleted upon completion of the review step.

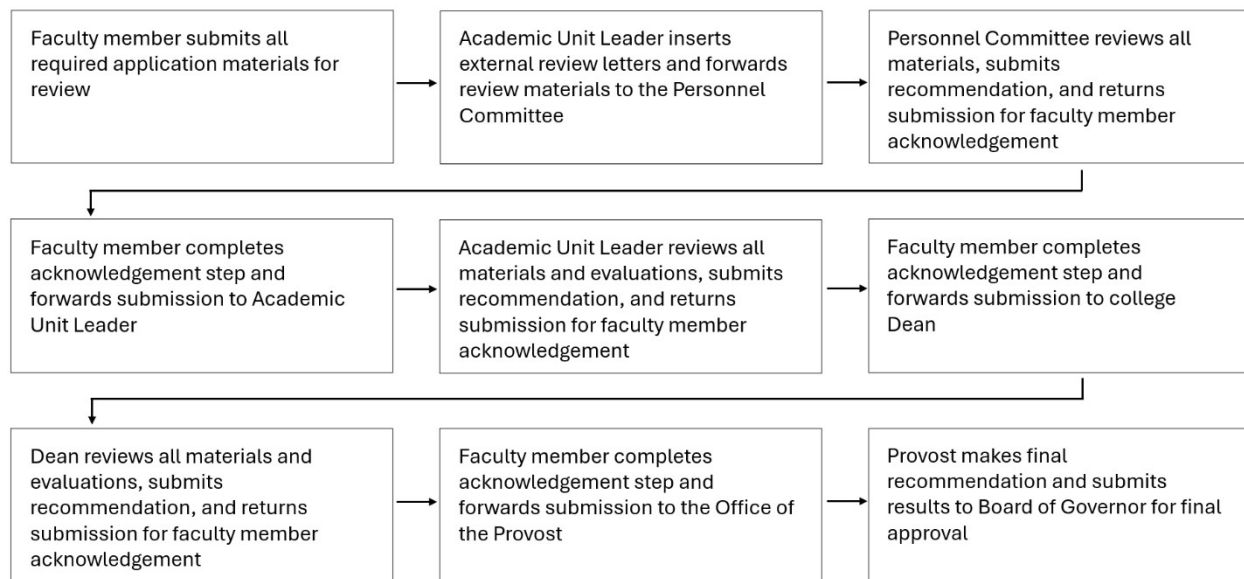
4.6.2. Specific Procedures for Annual Review of Probationary Faculty and for Tenure/Promotion Reviews

Each application for annual review of probationary faculty and for tenure and/or promotion review follows a similar series of steps as described below.

- For tenure and/or promotion applications that require letters from external evaluators, these are requested in accordance with guidelines issued by the Office of the Provost and discipline-specific standards. These letters will not be available to the applicant until the process is completed (up to the initial recommendation by the Provost).
- The faculty member prepares appropriate application/review materials and documentation based on requirements set forth by the Provost and in academic unit governance documents. It is the responsibility of the candidate or applicant to ensure that all accomplishments they wish to submit for consideration are properly documented in the format specified by the Office of the Provost (e.g., hard-copy dossier, electronic portfolio, digital evaluation platform, etc.).
- The documentation to be reviewed is first routed to the Academic Unit Leader for insertion of external review letters before being forwarded to the chair of the Personnel Committee based on a schedule posted by the Provost. A series of evaluations then commences, going from the Personnel Committee to the Academic Unit Leader, from the Academic Unit Leader to the Dean, from the Dean to the Provost, and for positive tenure and/or promotion recommendations, from the Provost to the President and Board of Governors.
- At each step of the evaluation, the evaluating party (e.g., Personnel Committee, Academic Unit Leader) provides a copy of the evaluation, along with any recommendations, to the faculty member. The faculty member must sign the evaluation to acknowledge receipt, but the signature does not imply that the faculty member endorses all that is stated in the evaluation.

- The faculty member may append a response to any evaluation before it is forwarded to the next evaluator. If the faculty member includes a substantive response during an acknowledgement step, they should notify the evaluator they are responding to (e.g., Personnel Committee chair, Academic Unit Leader, or Dean).
- In instances of disagreement between the recommendations at two successive levels (e.g., between the Personnel Committee and the Academic Unit Leader), there should be a good faith effort to resolve differences.
- At each step of evaluation beyond the Personnel Committee, a written report of recommendations must be made available to each prior evaluator, e.g., from the Dean to both the Academic Unit Leader and Personnel Committee. The report must provide rationale for any differences from recommendations made at lower levels.
- The Dean may request assistance in evaluations from the College Personnel Committee.
- A candidate for tenure and/or promotion may choose to withdraw the application from consideration at any stage of the process.

The following flow chart illustrates the main steps in this process:



Variations in the steps outlined above may occur as outlined for specific types of evaluations as follows.

4.6.3. Annual Reviews of Probationary Faculty

Annual reviews following the procedures outlined in Section 4.6.2 are conducted for probationary faculty to assess appropriate progress toward tenure and to make recommendations for continuation of appointments. The Personnel Committee will annually assess the probationary faculty member's cumulative record as the faculty member progresses toward the tenure decision year, and will specify in writing one of three outcomes:

1. That progress toward tenure/promotion is satisfactory
2. That progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions
3. That progress toward tenure/promotion is unsatisfactory, providing specific rationale

In all cases the Personnel Committee will provide clear feedback, identifying areas for improvement, making specific suggestions or recommendations regarding continued appointment or non-renewal, and providing appropriate

1 rationale in the event the committee recommends non-renewal.

2
3 The evaluation will proceed as described in Section 4.6.2 through the Dean, who will report recommendations to the
4 Provost. The Provost may elect to review any annual evaluation and recommendation.

5
6 The schedule of annual appointments is in accordance with the AAUP “Standards for Notice of Non-reappointment.”

- 7
- 8 • First-year faculty: continuation of appointment to a second year or notified of non-reappointment by March
9 1 of the first year.
 - 10 • Second-year faculty: continuation of appointment to a third year or notified of non-reappointment by
11 December 15 of the second year of service.
 - 12 • Third-year faculty: continuation of appointment to a fourth year or notified of non-reappointment 12 months
13 before expiration of the appointment.
 - 14 • Fourth-year faculty: continuation of appointment to a fifth year or notified of non-reappointment 12 months
15 before expiration of the appointment.
 - 16 • Fifth-year faculty: continuation of appointment to a sixth year or notified of non-reappointment 12 months
17 before expiration of the appointment.
 - 18 • Sixth-year faculty: tenured or notified of non-reappointment 12 months before expiration of appointment.
- 19

20 **4.6.4. Tenure/Promotion Review (Promotion from Assistant Professor to Associate** 21 **Professor Rank)**

22 **4.6.4.1. Year of Application**

23 In most cases, a probationary faculty member must apply for tenure and promotion to Associate Professor no later
24 than the sixth year of employment (except when the tenure clock has been temporarily stopped – see Section 3.8.1) to
25 remain employed beyond the seventh year. In cases where the faculty member has negotiated for a shorter probationary
26 period, the final tenure and promotion application year is specified in the faculty member's initial letter of employment.
27 Candidates denied tenure by the Provost in the final year for application are not permitted to reapply. Candidates who
28 apply for early tenure and promotion (i.e., in a year prior to the final year for application as stated in the faculty
29 member's initial letter of employment) may reapply up to and including the final year to apply. Although faculty hired
30 at mid-year may "count" all work accomplished since the date of hire, the tenure clock for them begins the following
31 August, unless otherwise negotiated.

32
33 Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by the fourth year of
34 their probationary status except in those circumstances where the Provost has granted a temporary stopping of the
35 tenure clock.

36 37 **4.6.4.2. Application Process and Review**

38 The faculty member prepares all application and review materials according to guidelines provided by the Provost and
39 the faculty member's academic unit (in the case of conflict between these documents, the Provost's guidelines
40 supersede academic unit guidelines) and submits them for evaluation. The promotion materials will include external
41 reviews gathered according to unit guidelines based on guidelines from the Provost and added by the Academic Unit
42 Leader. The process for tenure/promotion review follows the steps outlined in Section 4.6.2.

4.6.5. Promotion Review (Promotion from Associate Professor Rank to Professor Rank)

4.6.5.1. Pre-Promotion Review

Tenured faculty members may request a pre-promotion review facilitated at the unit level one to two years prior to application for promotion. This review is optional, and the decision not to request a pre-promotion review does not preclude a favorable review at the time of application for promotion. Details of such reviews should be included in unit governance documents. Pre-promotion reviews normally end at the Academic Unit Leader, but by mutual agreement of the faculty member and Dean may include the Dean.

The Personnel Committee and the Academic Unit Leader will specify in writing to the requesting faculty member one of the following three outcomes:

1. That progress toward promotion is satisfactory.
2. That progress toward promotion is questionable, identifying areas for improvement and providing specific suggestions.
3. That progress toward promotion is unsatisfactory, providing specific rationale.

4.6.5.2. Application Process and Review

The faculty member prepares all application and review materials according to guidelines provided by the Provost and submits them for evaluation. The promotion materials will include external reviews gathered according to unit guidelines based on guidelines from the Provost and added by the Academic Unit Leader. The process for promotion review follows the steps outlined in Section 4.6.2.

4.6.5.3. Application Process for Promotion for Non Tenure-Track Faculty (Instructor, Clinical Faculty, Research Faculty)

The faculty member prepares all application and review materials according to guidelines provided by the Provost and submits them for evaluation. Non-tenure-track faculty may also request a pre-promotion review as specified in 4.6.5.1. The process for promotion review follows the steps outlined in Section 4.6.2., except that external review letters are not required.

4.6.6. Annual Performance Review

The performance of all full-time faculty shall be evaluated on an annual basis. For probationary faculty, the annual review of probationary faculty described above (Section 4.6.3) fulfills this requirement. Tenure and/or promotion reviews conducted in the fall of each academic year (Sections 4.6.4 and 4.6.5) also fulfill this requirement for those candidates. All other full-time faculty members shall undergo the review described in Section 4.6.6.1).

The annual performance review process should foster an open and encouraging environment for faculty performance. Accordingly, faculty evaluations shall observe the highest standards of collegiality, be based on coherent published policy, and administered fairly.

4.6.6.1. Annual Performance Reviews for Full-Time Faculty

The performance of each full-time faculty member (except for probationary faculty and applicants for tenure and/or promotion) shall be evaluated annually by the Academic Unit Leader, according to the schedule set forth in the Calendar for Faculty Evaluation issued by the Office of the Provost. Each academic unit shall develop a clear set of expectations for performance that meets expectations in the categories of Teaching, Research, and Service.

By the deadline indicated on the Calendar for Faculty Evaluation, the faculty member will submit to the Academic Unit Leader the materials specified for this purpose in the academic unit's governance document. The Academic Unit Leader then considers the materials submitted and rates the faculty member's performance in each relevant evaluation category (e.g., teaching, research, and service) using the scale adopted by the relevant college or academic unit and providing a brief rationale referencing criteria set forth in the unit governance document.

The Academic Unit Leader's evaluation and performance ratings are then shared with the faculty member for acknowledgement. A faculty member who is dissatisfied with an evaluation may append a written response to the evaluation before it is forwarded to the Dean. Faculty members wishing to appeal category performance ratings may request a review by the unit Personnel Committee. A subsequent appeal may be made to the Dean of the College, whose evaluation is final.

Upon acknowledgement by the faculty member, the annual performance review is forwarded to the Dean. The Dean endorses or modifies the Academic Unit Leader's evaluation. In the case of modification, a rationale must be provided and shared with the Academic Unit Leader and the faculty member. The faculty member may also provide a response to comments from the Dean.

Each faculty member should also have an opportunity to meet directly with the Academic Unit Leader to discuss their annual performance review and to establish goals and support for the next year. These discussions may be incorporated into the workload assignment negotiation (Section 4.6.7).

4.6.6.2. Performance Reviews for Per Course Faculty

A performance evaluation for each per course faculty member must be completed after each teaching session (i.e., semester or summer session). The evaluation shall be the responsibility of the Academic Unit Leader, and should be based on the per course faculty member's reliability and effectiveness in completing Teaching assignments. Evaluations should be based on meeting appointment requirements and on the academic unit's criteria for Teaching evaluation. Academic units must have a plan in place for providing feedback to per course faculty within established timelines.

4.6.6.3. Performance Evaluation Appeals Process

In the event misapplication of unit policies in evaluating faculty performance is detected, a faculty member may file a grievance through the Academic Personnel Grievance Process (APGP) (see Chapter 12 for process). Any faculty member who believes that they have been discriminated against for any reason not related to job performance may consult the Office for Institutional Compliance.

—4.6. Faculty Performance Evaluation Process

4.6.1. General Procedures

~~All full-time faculty members participate in regularly scheduled performance reviews. For probationary faculty, annual reviews are completed for the purpose of evaluating appropriate progress toward tenure, tenure review, and promotion review, as well as yearly performance review. Tenured faculty participate in an annual performance review, and, as appropriate, promotion reviews. Ideally, each ranked faculty member should be evaluated no more than once annually.~~

~~The Provost will publish in the annual Master Calendar a university-wide timetable for all academic personnel decisions. All reviews occur according to this schedule. Faculty members shall submit application and/or review materials for annual review, tenure, promotion, and performance review to the department/academic unit by the department/academic unit specified deadline that is based on the Master Calendar.~~

Each department~~academic unit~~ is expected to have a personnel committee and a published set of personnel guidelines as described in Section 4.8.4. (It is to be understood that all policies and procedures described herein for departments apply to any academic unit that has primary faculty evaluation responsibilities, for example, a school.) Each department~~academic unit~~ is expected to create and use a "paper trail" of annual evaluations, and when appropriate, recommendations, in the tenure/promotion, promotion, and annual review process.

Annual reviews of progress toward tenure, tenure and promotion reviews, as well as annual performance reviews, proceed through a series of formal evaluations and recommendations beginning with the departmental~~academic unit~~ personnel committee (herein referred to as the personnel committee). The personnel committee forwards its evaluation and recommendation to the Department Head~~AUL~~. The Department Head~~AUL~~ forwards the evaluation and recommendation along with the departmental~~academic unit~~ committee evaluation and recommendation to the Dean of the College. The Dean makes a recommendation on reviews of progress toward tenure, required performance evaluations, and sends a list of all required actions with appropriate documentation, to the Provost. For tenure and promotion, the Dean forwards the recommendations along with all previous recommendations to the Provost. The Provost makes the final recommendation for tenure and promotion decisions and sends positive recommendations to the President and the Board of Governors.

Discussions and/or negotiations will occur in those cases where the recommendations are not acceptable to the higher-level administrator. In instances of disagreement between the personnel committee and the Department Head~~AUL~~, there shall be a good faith effort to resolve these differences. In all tenure and promotion cases where the recommendation of the Department Head~~AUL~~, Dean, Provost, or the President differs from that of the departmental personnel committee, the administrator initiating the change shall state in writing to the affected faculty member, the departmental committee, and other involved administrators, compelling reasons why the faculty member cannot agree with the original recommendation.

Throughout the entire process, confidentiality of information must be maintained. Faculty members at every level of decision-making must assume personal responsibility to ensure confidentiality is not violated.

4.6.2. Specific Procedures

Each application for tenure and/or promotion and performance evaluation follow a similar series of steps as described below.

- The faculty member prepares appropriate application / review materials and documentation based on requirements of the Provost and departmental governance documents. For tenure and promotion applications, the assembled documentation will generally be referred to as the candidate's dossier.
- The documentation (dossier) is submitted to the chair of the personnel committee based on a schedule posted by the Provost and then a series of evaluations commences, going from the personnel committee to the Head~~AUL~~, from the Head~~AUL~~ to the Dean, from the Dean to the Provost, and for positive tenure and/or promotion recommendations, from the Provost to the President and Board of Governors.
- For tenure and/or promotion applications that require letters from external evaluators, the letters will be inserted into the dossier by the Head~~AUL~~ after the dossier is submitted to the personnel committee. Letters are requested based on guidelines from the Provost and discipline standards. These letters will not be available to the applicant until the process is completed (up to the initial recommendation by the Provost).
- At each step of the evaluation, the evaluating party (e.g., personnel committee, Head~~AUL~~) provides a copy of the assessment, along with any recommendations, to the faculty member. The faculty member must undersign the evaluation to acknowledge receipt, but the signature does not imply that the faculty member endorses all that is stated in the evaluation.
- The faculty member may append a response to any evaluation before it is forwarded to the next evaluator. (Alternately, the response may be delivered to the evaluator within two business days of the faculty member's

receipt of the recommendation.)

- ~~• In instances of disagreement between the recommendations at two successive levels (e.g., between the personnel committee and the Head/AUL), there should be a good faith effort to resolve differences.~~
- ~~• At each step of evaluation past the personnel committee, a written report of recommendations must be sent to each prior evaluator, e.g., from the Dean to both the Head and personnel committee. The report must provide rationale for any differences from recommendations made at lower levels.~~
- ~~• The Dean may request assistance in evaluations from the College Personnel Committee.~~
- ~~• For tenure and/or promotion applications, the Dean should normally forward to the Provost only the dossier containing key information (as specified by the Provost) but not supporting documentation. Supporting documentation should be forwarded only at the request of the Provost.~~
- ~~• For tenure and/or promotion applications, the Provost will forward positive recommendations to the President and Board of Governors.~~
- ~~• A candidate for tenure and/or promotion may choose to withdraw the application from consideration at any stage of the process.~~

~~Variations in the steps outlined above may occur as outlined for specific types of evaluations as follows.~~

4.6.3. Annual Reviews for Probationary Faculty

Annual reviews following the procedures outlined in Section 4.6.2 are conducted for probationary faculty to assess appropriate progress toward tenure and to make recommendations for continuation of appointments. The personnel committee will annually assess the probationary faculty member's cumulative record as he or she progresses toward the tenure decision year, and will specify in writing one of three outcomes:

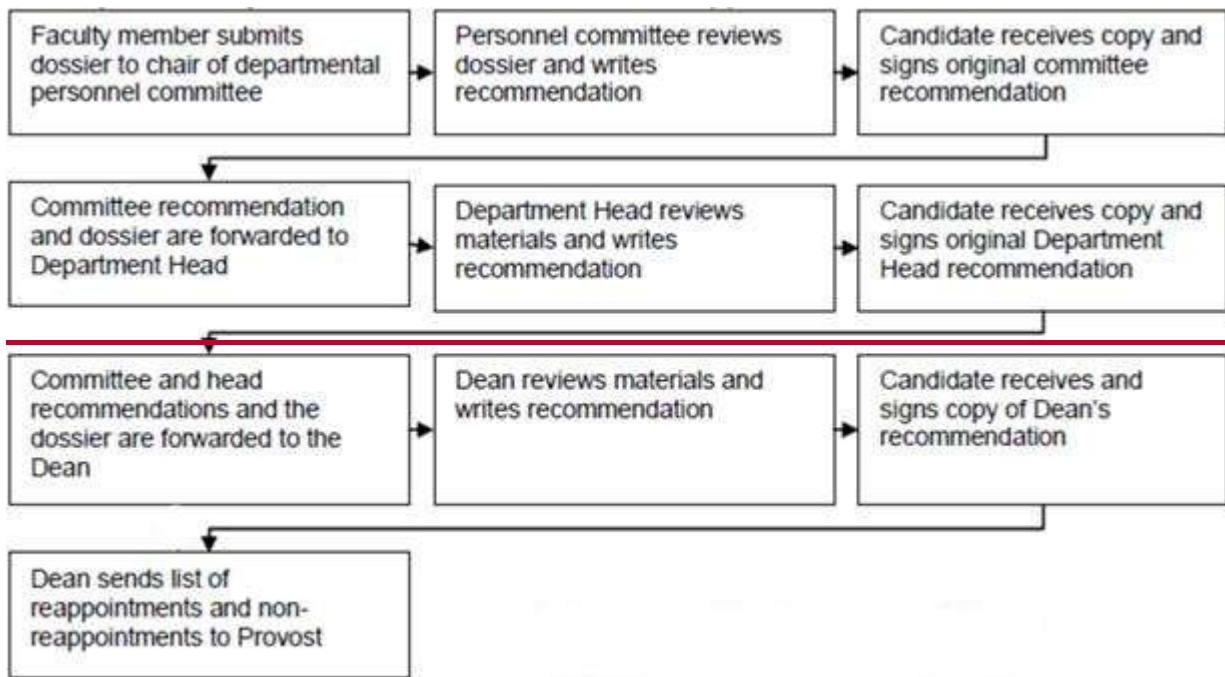
- ~~1. That progress toward tenure/promotion is satisfactory~~
- ~~2. That progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions~~
- ~~3. That progress toward tenure/promotion is unsatisfactory, providing specific rationale~~

~~In all cases the committee will provide clear feedback, identifying areas for improvement, making specific suggestions or recommendations regarding continued appointment or non-renewal, and provide appropriate rationale in the event the committee recommends non-renewal.~~

~~The evaluation will proceed as described in Section 4.6.2 through the Dean, who will report recommendations to the Provost. The Provost may elect to review any annual evaluation and recommendation.~~

~~The schedule of annual appointments is in accordance with the AAUP "Standards for Notice of Non-reappointment."~~

- ~~• First year faculty: continuation of appointment to a second year or notified of non-reappointment by March 1 of the first year.~~
- ~~• Second year faculty: continuation of appointment to a third year or notified of non-reappointment by December 15 of the second year of service.~~
- ~~• Third year faculty: continuation of appointment to a fourth year or notified of non-reappointment 12 months before expiration of the appointment.~~
- ~~• Fourth year faculty: continuation of appointment to a fifth year or notified of non-reappointment 12 months before expiration of the appointment.~~
- ~~• Fifth year faculty: continuation of appointment to a sixth year or notified of non-reappointment 12 months before expiration of the appointment.~~
- ~~• Sixth year faculty: tenured or notified of non-reappointment 12 months before expiration of appointment.~~



~~4.6.4. Tenure/Promotion Review (Promotion from Assistant Professor to Associate Professor Rank)~~

~~4.6.4.1. Year of Application~~

~~In most cases, a probationary faculty member must apply for tenure/promotion no later than the sixth year of employment (except when the tenure clock has been temporarily stopped—see Section 3.8.1) to remain employed beyond the seventh year. In cases where the faculty member has negotiated for a shorter probationary period, the final tenure application year is specified in the faculty member's initial letter of employment. Candidates denied tenure by the Provost in the final year for application are not permitted to reapply. Candidates who apply for early tenure (i.e., in a year prior to the final year for application as stated in the faculty member's initial letter of employment) may reapply up to and including the final year to apply. Although faculty hired at mid year may "count" all work accomplished since the date of hire, the tenure clock for them begins the following August, unless otherwise negotiated.~~

~~Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by the fourth year of their probationary status except in those circumstances where the Provost has granted a temporary stopping of the tenure clock.~~

~~4.6.4.2. Application Process and Review~~

~~The faculty member prepares a complete tenure/promotion dossier according to guidelines provided by the Provost, and forwards it to the chair of the departmental personnel committee. The tenure/promotion dossier will include external reviews gathered according to departmental guidelines, and inserted by the department head AUL. The process for tenure/promotion review follows the steps outlined in Section 4.6.2.~~

~~4.6.5. Promotion Review (Promotion from Associate Professor Rank to Professor Rank)~~

~~4.6.5.1. Pre-Promotion Review~~

~~Tenured faculty members may request a pre-promotion review facilitated at the departmental level one to two years prior to application for promotion. This review is optional, and the decision not to request a pre-promotion review does not preclude a favorable review at the time of application for promotion. Details of such reviews should be included in departmental governance documents. Pre-promotion reviews normally end at the Head~~academic unit~~ leader level, but by mutual agreement of the faculty member and Dean, may include the Dean.~~

~~The personnel committee and the Department Head will specify in writing to the requesting faculty member one of the following three outcomes:~~

- ~~1. That progress toward promotion is satisfactory.~~
- ~~2. That progress toward promotion is questionable, identifying areas for improvement and providing specific suggestions.~~
- ~~3. That progress toward promotion is unsatisfactory, providing specific rationale.~~

~~4.6.5.2. Application Process and Review~~

~~The faculty member prepares a complete promotion dossier according to guidelines provided by the Provost and forwards it to the chair of the departmental~~academic unit~~ personnel committee. The tenure/promotion dossier will include external reviews gathered according to departmental~~academic unit~~ guidelines based on guidelines from the Provost, and inserted by the department head~~academic unit leader~~. The process for promotion review follows the steps outlined in Section 4.6.2.~~

~~4.6.5.3. Application Process for Promotion for Non-Tenure Track Faculty (Instructor, Clinical Faculty, Research Faculty)~~

~~The faculty member prepares a complete promotion dossier according to guidelines provided by the Provost and forwards it to the chair of the Departmental~~academic unit~~ personnel committee. Non-Tenure Track faculty may also request a pre-promotion review as specified in 4.6.5.1. The process for promotion review follows the steps outlined in Section 4.6.2.~~

~~4.6.6. Annual Performance Review~~

~~Performance evaluations shall be conducted annually for all full-time faculty (Section 4.6.6.1) and, for per-course faculty after completion of each teaching assignment (see Section 4.6.6.2).~~

~~The annual evaluation process should foster an open and encouraging environment for faculty performance. Accordingly, faculty evaluations shall observe the highest standards of collegiality, be based on coherent published policy, and administered fairly.~~

~~4.6.6.1. Performance Reviews for Full-Time Faculty~~

~~The Department Head~~AUL~~ shall seek the written input of the departmental~~academic unit~~ personnel committee on each faculty member and recommend a composite rating to the Dean of the college in which the department~~academic unit~~ is located. However, in years when there will be no performance-based component to salary adjustments, the full-time faculty of a department may, by majority vote, opt to forgo a review by the departmental personnel committee; in those years, the review process shall start with the Department Head~~AUL~~. The Dean shall either endorse or modify~~

1 the recommended rating. In instances where the Dean modifies the rating, the Dean must provide a compelling
2 rationale for the change in writing to the Department Head AUL, to the departmental academic unit personnel
3 committee, and to the affected faculty member.

4
5 ~~Departmental Academic Unit~~ rating systems should recognize both outstanding and unsatisfactory performances as
6 well as those appraised as degrees of good or satisfactory. Each department shall develop a clear set of expectations
7 for satisfactory performance in the categories of Teaching, Research, and Service. (Outreach and Professional
8 Productivity will be evaluated for those faculty for whom these are considered responsibilities.)

9
10 At each step of the evaluation process, the faculty member must be informed on the results of the evaluation, including
11 an explanation for each numerical or categorical rating. A faculty member who is dissatisfied with an evaluation may
12 append a written response to the evaluation before it is forwarded to the next evaluator.

13
14 Each faculty member should have an opportunity to meet directly with the Department Head AUL to discuss an annual
15 review as well as to establish goals and support for the next year. These discussions may be incorporated into the
16 workload assignment negotiation (Section 4.6.7).

17
18 In the case where an annual evaluation is completed only by the department head AUL, the faculty member wishing
19 to appeal their performance rating may request a review by the departmental academic unit personnel committee. A
20 subsequent appeal may be made to the Dean of the College.

21 22 **4.6.6.2. Performance Reviews for Per Course Faculty**

23 A performance evaluation for each per course faculty member must be completed after each teaching session (i.e.,
24 semester or summer session). The evaluation shall be the responsibility of the Department Head AUL, and should be
25 based on the per course faculty member's reliability and effectiveness in completing Teaching
26 assignments. Evaluations should be based on meeting appointment requirements and on the department's criteria for
27 Teaching evaluation. Departments Academic units must have a plan in place for providing feedback to per course
28 faculty prior to their next teaching assignment, within established timelines.

29 30 **4.6.6.3. Performance Evaluation Appeals Process**

31 In the event misapplication of departmental policies in evaluating faculty performance is detected, a faculty member
32 may file a grievance through the Academic Personnel Grievance Process (APGP). (Refer to Chapter 12 for process)
33 Any faculty member who believes to have been discriminated against for any reason not related to job performance
34 may consult the Office for Institutional Equity and Compliance.

35 36 **4.6.7. Work Assignment Negotiation**

37 Work assignments are negotiated between the faculty member and the Department Head AUL at the time of the annual
38 review. If a change in a work assignment is needed before a review is done, the Department Head AUL will negotiate
39 that change with the faculty member. In making an appropriate assignment, the Department Head AUL will take into
40 consideration the needs of the department academic unit, and the professional objectives and recent productivity of the
41 faculty member. The Department Head AUL must make assignments within the parameters set by the University for
42 expected workloads.

4.7. Promotion, Tenure, and Reappointment Review

4.7.1. Composition and Responsibilities of the Provost's Personnel Committee (PPC)

The Provost's Personnel Committee (PPC) shall consist of the chairs of each of the ~~eight~~ College's' Personnel Committees. In all cases, PPC members with any conflict of interest must be replaced by an alternate selected by their college.

The Provost shall be responsible for convening this committee, which will review promotion, tenure, and reappointment decisions in the case of appeals. The PPC shall select a chairperson who shall be responsible for making an annual report to the Faculty Senate during the first fall meeting of its work.

4.7.2. Grounds for a PPC Appeal

Appeals based on denial or granting of promotion, tenure, or reappointment shall be filed with the Provost or designee no later than 35 business days after notification of the decision, and shall proceed to the Provost's Personnel Committee. No finding of a prima facie case by the Provost or designee is required. A PPC appeal may be filed to challenge the denial of reappointment, tenure, or promotion substantially affected by:

1. Failure to use for evaluation of tenure and promotion the appropriate criteria in effect for that faculty member (see Sections 3.3.1 and 3.3.2), or
2. Failure to consider the substantive merits of the applicant's performance and fulfillment of appropriate University expectations, or
3. Failure to follow Faculty Handbook procedures, or
4. Failure to provide timely notice for non-reappointment of probationary faculty as defined in Section 4.6.3, or
5. Arbitrary and capricious failure to evaluate the faculty member in a fair manner and by comparable standards used to evaluate other faculty members being considered for reappointment, tenure or the same rank promotion, or
6. Retaliation for exercising academic freedom of speech or political speech/affiliation

4.7.3. Provost's Personnel Committee (PPC) Review Process

4.7.3.1. Appeal Related to Reappointment, Tenure, or Promotion

An appeal or claim related to reappointment, granting of tenure, or promotion decisions shall be initiated with the Provost or designee, and the Faculty Senate Office shall be notified no later than 35 business days after notification of the decision. Such an appeal may be initiated by a tenured or tenure-track faculty member to challenge denial of reappointment, tenure, or promotion. Non-tenure track faculty, including clinical faculty (see 3.5.1-4), may challenge denial of promotion, but not reappointment.

4.7.3.2. Burden of Proof

The burden of proof shall be on the party initiating the appeal to demonstrate its case by the preponderance of the evidence.

4.7.3.3. PPC Review

The PPC will conduct its review in accord with AAUP Recommended Regulation 16 as found in [Recommended Institutional Regulations on Academic Freedom and Tenure](#), AAUP Procedural Standard 6 as found in the AAUP Statement on Procedural Standards in the [Renewal and Nonrenewal of Faculty Appointments](#), and in accord with due process guarantees set forth in the University Hearing Panel process described in Chapters 13 and 14.

4.7.3.4. Report

Upon completion of its review, the PPC shall prepare a written report divided into findings of fact and recommendations with supporting reasons which shall be presented to the Provost and the faculty member within 5 business days of the conclusion of the hearing. A minority report may also- be prepared.

4.7.3.5. Implementation or Appeal of Recommendation

If the Provost agrees with the PPC recommendations, the Provost shall promptly implement the recommendation of the PPC unless the faculty member appeals the results of that recommendation in writing, stating the reasons- ~~for the appeal~~~~therefore~~- within 10 business days of the receipt of the PPC Findings and Recommendations. Such appeal shall be filed at the Provost's office. The Provost will include whatever additional information and investigation the Provost determines necessary and promptly forward that information and PPC Findings and Recommendations to the President for Final Determination. If the Provost decides not to adopt the PPC recommendations, the faculty member may appeal that decision in the same manner set forth herein.

4.7.3.6. Unavailability of Academic Personnel Grievance Process (APGP) Appeal ~~Process~~

If a faculty member reviewed under the PPC process is denied promotion, tenure or reappointment any given year, that faculty member cannot file a separate Academic Personnel Grievance (4.6.6.3).

4.8. Evaluation-Related Policies

4.8.1. Applicant's Rights

All faculty evaluations are based on university-level criteria and the guidelines and expectations specified in ~~departmental~~academic unit and college documents and any specific written agreements that may exist. Faculty applying for tenure and/or promotion will be evaluated based on their performance since employment at MSU unless otherwise negotiated at the time of initial employment.

4.8.2. Responsibilities for Tenure and Promotion Applications

4.8.2.1. Applicant's Responsibilities

Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of the application, and for submitting materials according to established format and deadlines. The faculty member shall have access to all materials submitted to ~~the head~~Watermark, with the exception of external review letters, which will remain confidential until the initial recommendation by the Provost. Recommendations at each level will be based upon data supplied by the candidate as well as that collected by the ~~_department~~academic unit, such as student evaluation results.

4.8.2.2. Responsibilities for External Reviews

For tenure track actions, external reviews, based on criteria provided in departmental guidelines, will be solicited by the ~~Department Head~~AUL to aid each tenure/promotion or promotion decision. ~~-~~External reviewers will normally be selected from comparable institutions, as defined in the glossary; however, individuals whose expertise make them specifically suitable to serve as reviewers may also be selected with approval of the Dean (see the Provost's website for specific qualifications). ~~Departments-Academic units~~ must, in their policy documents, define the role of the ~~P~~ersonnel ~~e~~Committee in this process: the committee's role may range from formal input on the selection process and approval of the reviewer list to availability for advice and consulting at the request of either the Head-AUL or the candidate. ~~-~~Four external reviewers will be identified collaboratively by the faculty member, the ~~Department Head~~AUL and, to the extent specified in the ~~department's-academic unit's~~ governance documents, the ~~departmental~~

1 ~~academic unit~~ pPersonnel eCommittee.- If the faculty member and ~~Head-AUL~~ cannot agree on the list of four
2 reviewers, each shall select two.- The list of reviewers will be submitted to the Dean who will certify that the selection
3 process has followed guidelines. Reviewers may then be contacted.
4

5 The ~~Department-HeadAUL~~ is responsible for obtaining a sufficient number of review~~ers~~. -The ~~Department-HeadAUL~~
6 should contact selected reviewers early in the process to determine if they would be willing to provide reviews; when
7 a timely review appears unlikely, an alternate reviewer should then be identified. Faculty and ~~Department-HeadAULs~~
8 will follow the external review process in accordance with the Evaluation Calendar as published by the Office of the
9 Provost.- The absence of review will not be allowed to prejudice the tenure or promotion candidacy of the faculty
10 member.- Subsequently, reviewer statements that are inconsistent with ~~Department-Academic unit Criteria-criteria~~ for
11 Tenure and/or Promotion or Reviewer Instructions shall not prejudice the tenure and promotion candidacy.
12

13 **4.8.3. ~~DepartmentalAcademic Unit~~ Personnel Committees**

14 ~~DepartmentalAcademic unit~~ personnel committees serve as the initial evaluating bodies for all faculty evaluations
15 (except as indicated in Section 4.6.6.1). -Personnel committees are normally made up of all tenured faculty members
16 in the ~~department-academic unit~~ with restrictions as noted below.- ~~DepartmentalAcademic unit~~ personnel committees
17 may include non-tenure track faculty for certain evaluations as described in Section 4.8.3.1 below. The personnel
18 committee may designate subcommittees for specific assignments as described in its ~~departmentalacademic unit~~
19 guidelines.
20

21 Normally, the personnel committee should have at least five qualified members. In the event that the ~~department~~
22 ~~academic unit~~ has fewer than five eligible faculty members, see Section 4.8.3.2 below for options.- The personnel
23 committee operates as an autonomous faculty body, and therefore the ~~Department-HeadAUL~~ shall not participate in
24 personnel committee proceedings or make decisions regarding its composition or actions. Tenured faculty members
25 who have administrative assignments that require them to participate in personnel review at a higher level shall not
26 participate in personnel decisions within the faculty member's home ~~departmentacademic unit~~. A faculty member
27 with a potential conflict of interest (usually evaluating a spouse or partner) should not participate in the evaluation
28 process for annual appointment, tenure, or promotion.- When an applicant is being considered for promotion, only
29 those tenured faculty members who hold a rank equal to or above the rank for which the candidate is applying shall
30 participate in the decision-making process. An exception to this occurs when the applicant is applying for promotion
31 to Distinguished Professor, where faculty at the rank of Professor or above may participate.
32

33 The committee selects a chair who is responsible for working with the ~~headAUL~~, for convening the committee's
34 meetings, for assuring that committee processes are carried out with integrity, and for writing (or delegating the writing
35 of) personnel recommendations based on the deliberations of the committee.
36

37 The candidate's credentials and/-or application will be presented to the chair of the personnel committee (or of the
38 subcommittee), who will undertake the security of the application dossier to assure appropriate confidentiality. At the
39 time of evaluation for annual review of appropriate progress toward tenure, required performance reviews, promotion
40 or tenure, the personnel committee will have access to the candidate's current vita, other documentation of Research,
41 Teaching, and Service as required by the Provost and/or department, as well as all prior personnel reviews generated
42 by the Dean, ~~Department-HeadAUL~~ and personnel committee.
43

44 If there is a personnel subcommittee, it will present its recommendations to the full personnel committee, whose vote
45 will establish the ~~departmental-academic unit~~ faculty recommendation for a personnel action. If there is a split vote
46 among tenured faculty, the minority may file a report, signed by each member of the minority, which will be forwarded
47 with the majority decision.
48

49 In instances of disagreement between the personnel committee and the ~~headAUL~~, there shall be a good faith effort to

1 resolve these differences. If resolution is not possible, the Department Head/AUL must offer in writing compelling
2 reasons for disagreeing with the committee's recommendation before advancing the recommendation to the Dean.

4.8.3.1. Non-Tenure Track Faculty on Departmental Academic Unit Personnel Committees

5 Non-tenure track faculty may not participate in evaluations of tenure-track faculty.- However, departments may choose
6 to allow non-tenure track faculty to participate in promotion evaluations of other non-tenure track faculty, provided
7 that the evaluator is at or above the rank sought by the applicant.

4.8.3.2. Options When aan Departmental Academic Unit Personnel Committee Has Fewer Than Five Members

11 Ideally, any committee evaluating a colleague for annual review of appropriate progress toward tenure, required
12 performance reviews, promotion or tenure should have a minimum of five qualified members, but some departments
13 academic units may have insufficient qualified faculty to meet this expectation. Options include:

- 15 • Allowing the department academic unit to proceed with the evaluation with as few as three qualified faculty
16 from the department/unit.
- 17 • Supplementing the departmental academic unit personnel committee with faculty from other departments
18 academic units (normally from the same college) who, based on rank, would qualify.- The additional faculty
19 should never increase the size of the committee to more than five total.- These additional faculty are to be
20 selected by the Dean, based on recommendations by the Head/AUL and the faculty member.

22 The option (or combination of options) selected should be negotiated with and approved by the Dean.

4.8.4. College Personnel Committees

25 All colleges shall have a Ppersonnel eCommittee. The College Personnel Committee (CPC) will be comprised of one
26 elected representative from each department academic unit of the College. -Representatives should normally be
27 selected from a department's an academic unit's tenured Professors.- In some cases (e.g., when there are few faculty
28 at Professor rank in a departmentan academic unit), the Dean may permit a departmentan academic unit to elect a
29 tenured Associate Professor as its representative. -Each College Personnel Committee must also have a representative
30 of non-tenure-track faculty (elected by the College's non-tenure-track faculty) who will serve on the committee on
31 matters involving non-tenure-track faculty members. -The non-tenure track faculty member must recuse on any matters
32 dealing with tenure-track faculty. -If a departmentan academic unit has no tenured faculty, the department unit may
33 be represented on the College Personnel Committee for purposes of discussing compensation issues. The department
34 academic unit will elect one faculty member to represent the department for the discussion of compensation.

36 If a college committee serves in an advisory capacity only on matters of tenure, promotion, and continuation of
37 appointment, it generally should not be required to supply a written recommendation.

39 For the role of the College Personnel Committee in compensation, see Section 5.3.

4.8.5. Departmental Academic Unit Personnel and Governance Documents

42 All departments, schools, and other academic divisions with faculty evaluation responsibilities must maintain current
43 personnel and governance documents that are fully compliant with the University Faculty Handbook. All
44 recommendations within the review process must adhere to the standards and requirements identified in the
45 departmental academic unit documents. Departmental Academic unit documents minimally must contain the following:

- 47 1. Specific guidelines or expectations for tenure, promotion, and annual review of appropriate progress toward

tenure; the policy must contain a progression of expectations, e.g., minimal expectations for annual appointment are not sufficient for tenure or promotion.

2. Clarification of what the ~~department-academic unit~~ will recognize as Research and how it may be evaluated.
3. Criteria for “exceptional records of accomplishments: that could lead to early tenure and/or promotion. These criteria must require performance that significantly exceeds the normal expectations for tenure or promotion. Specific examples of exceptional accomplishments should be provided. At a minimum, accomplishments in both Teaching and Research must be exemplary. Candidates considering application for early tenure should consult their Academic unit’s personnel committee.
4. ~~Departmental Academic unit~~ personnel committee structure, rules, and procedures
5. Required and recommended materials for application dossiers, following formats specified by the Provost;
6. A statement regarding policies for adding materials to the application dossier after the Provost Office deadline (i.e., University deadline) which can be no later than the academic units final committee deliberation regarding the candidate’s dossier. departmental-academic unit deadline
~~Generic calendar specifying approximate dates of submission and review for all actions~~
7. Faculty mentoring policies
8. Policies and procedures for required performance evaluations for tenure-track faculty
9. Policies and procedures for evaluating non-tenure track faculty
10. Descriptions of all other self-governance policies and procedures within the department, ~~schools~~school, or program, including procedures for amending the governance document itself.

The tenure and promotion document of each ~~department-academic unit~~ shall be reviewed by ~~aaeach academic unita~~ ~~departmental~~ committee at least every three years. This review is to ensure that the guidelines appropriately reflect the goals and mission of the ~~department-academic unit~~ and remain in compliance with the criteria, goals, and mission of the University community. The ~~departmental-academic unit~~ review committee will first forward the reviewed document with or without changes to the ~~departmental-academic unit~~ faculty for approval. Upon receipt of faculty approval, the document will 1) be forwarded to the ~~Department HeadAUL~~ for review; 2) after review of the ~~Department HeadAUL~~ forwarded to the Dean for review; 3) and after review of Dean forwarded to the Provost’s Office for review and final approval. A ~~department’sn academic unit’s~~ tenure and promotion guidelines are under the purview of the ~~departmental-academic unit~~ faculty. If compelling reason or explanation is provided (by the ~~Department HeadAUL~~, Dean, or upper administration) to the faculty for modifications, it is the responsibility of the ~~departmental-academic unit~~ faculty to consider suggested modifications, and for all parties to make a good faith effort to work collaboratively in achieving resolution. Administrators’ recommendations should be based on issues of compliance and clarity.

Specifically, all ~~departmental-academic unit~~ policies must meet the following requirements:

1. The ~~department’s-academic unit’s~~ personnel and governance document shall be presented in writing to the candidate at the time of employment. If it is expected that some of these criteria will be met at different points in a faculty member’s career, the timetable must also be placed in writing with notification given to the Office of the Provost and Office of Human Resources.
2. The guidelines shall be appropriate to the discipline, achievable, and consistent with university criteria.
3. Promotion to a higher faculty rank requires documentation of sustained performance within rank at the level required by the University. Distinctions between performance expectations for the various ranks must be clearly and specifically stated in writing.
4. Only verifiable job performance indicators are valid considerations for personnel decisions.
5. ~~Departmental Academic unit~~ guidelines will emphasize performance outcomes, meeting clearly stated goals and objectives and professional achievements. Guidelines shall be specific so that they can be applied consistently within an ~~academic unit-department~~.
6. Differential Research guidelines may be applied to faculty members within a ~~departmentn academic unit~~ whose professional specialties differ substantially in construction and delivery, as long as they do not disadvantage

one group over another. For example, studio artists would generally be held to a different set of performance measures than art historians in the same ~~department~~academic unit.

4.8.6. Documentation

Both the faculty member and the ~~Department Head~~AUL shall maintain complete documentation for all aspects of the review of that faculty member's promotion, tenure, and annual review of appropriate progress toward tenure. This requirement shall begin at the date of employment.

Documentation shall include, but not be limited to, letters of understanding at the time of hire; applicable ~~departmental~~academic unit guidelines signed by faculty member and ~~Department Head~~AUL; –participation in teaching improvement activities; any recommendations made by ~~departmental~~ personnel committees prior to the final review; previous annual reviews, required performance reviews, and annual letters from the ~~Department Head~~AUL; summaries of all teaching evaluations; committee assignments and results; proposals written or grants received; and other documentation of Research activities.

At the time of evaluation for required performance reviews, promotion, tenure, or annual review of appropriate progress toward tenure, the candidate shall submit to the ~~p~~Personnel ~~e~~Committee a current vita as well as all the documentation that has been maintained up to that time. Additional materials supporting Teaching, Research, and Service activities may also be submitted as required by the program/department/school/college. The ~~p~~Personnel ~~e~~Committee shall have access to all information to be used in the decision regarding Teaching, Research, or Service.

4.8.7. Faculty and ~~Department Head~~Academic Unit Leader Procedural Agreement

Each ~~department-academic unit~~ shall supply new faculty with a copy of the ~~departmental-academic unit~~ tenure and promotion guidelines in effect on the date of hire. During the first month of full-time employment, the new faculty shall meet with the ~~Department Head~~AUL and review the tenure and promotion document to ensure understanding of expectations and governing procedures. Clarifications of expectations emanating from the meeting shall be noted on the guideline document. Both the faculty and ~~Department Head~~AUL shall sign off on the guidelines, and this will be placed in the faculty member's personnel file. The signed guidelines should be provided for the faculty member's records. In the event that ~~a department's~~ the academic unit's tenure guidelines change during the probationary period of a faculty member pursuing tenure and/or promotion, the faculty member has the right to remain within the domain of the guidelines under which the faculty member was hired or elect to be evaluated with the new guidelines. If it is the desire of the faculty member to be evaluated with the new guideline document, the signed guidelines shall be amended to reflect the change and a copy provided to the faculty member. -For applications for promotion to Associate Professor separate from the tenure application, see Section 3.3.1 regarding the ~~departmental-academic unit~~ policy in effect. -For promotion to Professor, see Section 3.3.2 for the ~~departmental-academic unit~~ policy in effect.

Should the negotiated faculty workload change subsequent to the original agreement, this amendment to the faculty member's and ~~Department Head's~~AUL's procedural agreement shall be reflected in all future evaluations.

5. SALARY POLICIES

5.1. Salary Policy and Goals

While Missouri State University does not have a formal salary schedule for faculty and other academic employees, it is the ideal of Missouri State University to attain throughout the University, essential parity in salaries among faculty members with comparable backgrounds and responsibilities. It is the practice at Missouri State University, however, to offer higher salaries and/or other financial incentives to faculty members in some teaching areas where experience has shown that there is difficulty in recruiting and retaining qualified faculty because of higher competitive market salaries.

Improvement of faculty salaries shall receive high priority each year in budget construction. The University will attempt to budget, as an annual priority, a salary raise pool for faculty and staff of sufficient magnitude that the institution will be able, eventually, to achieve and sustain its salary goals. The size of this raise pool depends primarily on the amount of funds appropriated by the legislature and the amount of funds generated by required student fees. The University's salary goals for faculty include raising salaries such that average salaries by rank will equal or exceed averages published in the CUPA "C" National Faculty Salary Survey of public, masters-level universities.

5.2. Salary Procedures

Full-time faculty (excluding visiting faculty) will be eligible for salary increments derived from the above pool, allocated by the cost center head on the basis of individual performance and considerations of internal and external equity. Performance-based salary adjustments shall be based on annual reviews as described in Section 4.6.4. Procedural details for such salary adjustments will be developed by the Provost's Compensation Committee and posted by the Provost. Salary adjustments under the Compensation Committee plan must:

- Provide guidelines for implementation of salary procedures at the cost centers.
- Include both performance and equity considerations.
- Incorporate performance ratings from at least some recent years during which there were no performance-based adjustments (see below).

When the raise pool is at or below 2%, across-the-board raises will be given. Policy and procedural details for across-the-board raises will be based on recommendations from the Executive Budget Committee to the President and will be posted by the Office of the Provost. The performance-based component of salary increases could be implemented when the size of the raise pool is greater than 2% of the salary base.

5.3. Role of the College Personnel Committee in Compensation

The College Personnel Committee is described in Section 4.8.4 in the context of its role in faculty evaluations. The College Personnel Committee also has two primary functions with respect to compensation issues: (1) drafting college guidelines for balancing the interests of performance assessment and salary inequity in annual salary adjustments, and (2) reviewing appeals of faculty performance ratings. The appeals process is described in Section 4.6.6.3.

5.4. Rank Change

An individual promoted to a higher academic rank receives an increment appropriate to the new rank. The amount of this increase will be based on a schedule posted by the Provost. The Provost will periodically review the salary adjustment schedule and adjust as appropriate. Any changes will be reported to the Faculty Senate.

5.5. Professor Salary Incentive Program

The MSU Professor Salary Incentive Program (PSIP) is for those at the rank of professor for five or more years who have continued to exhibit a high level of scholarship, while being accomplished teachers and demonstrating sustained student mentoring. While rewarding scholarship is the focus of this program, applicants must also provide evidence of leadership qualities and accomplishments in the areas of teaching and service, as well as contributing to a climate of collaboration and a community of scholars. Detailed guidelines for applying for PSIP salary increases, and a description of the evaluation processes, will be posted by the Provost.

The PSIP program provides salary increments similar to those for promotions. However, PSIP raises do not represent a change in rank or title. Faculty are eligible for PSIP raises only one time.

5.6. Equity Adjustments

Faculty members may file, with their ~~Department Heads~~AULs a request for a salary adjustment if faculty members believe that their salaries are inconsistent with the salaries of other individuals of similar training, experience, and job performance. An adjustment may also be requested by an individual who believes that salary is significantly below the market in an area of high demand where experience has shown that there is difficulty in recruiting and retaining qualified faculty. Requests for equity adjustment must be filed according to the schedule issued by the Office of the Provost in the Master Calendar.

Requests for equity adjustments must be accompanied by appropriate justification. The faculty member must make a case based on internal or external discrepancies in the faculty member's pay for comparable training, experience, and job performance.

5.7. Salary Report

In the fall of the year, the Provost will present a report to the Faculty Senate in which implementation of salary policies for that year is detailed. In particular, the progress of each college toward attaining University salary goals will be addressed.

5.8. Summer Session

The summer session plays a significant role in providing opportunities for students. ~~Nine-month~~ Faculty members who teach during the summer sessions will receive pay in addition to their regular annual salaries as determined by the Board of Governors. Compensation will be based on a rate of at least two and one-half percent of base salary per teaching load equivalent. For courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent (in extenuating circumstances individual colleges, in consultation with the Provost, may establish differential policy regarding summer pay). Subject to a holdback of ten percent of the personnel services budget for the summer to cover unforeseen student demand for courses in specific areas, summer faculty appointments will be confirmed as soon as possible after the summer budget is final and allocation has been made by the colleges to ~~academic units~~the departments. While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date.

Faculty members (except those whose contracts already include summer sessions) are placed on the summer session payroll and will receive their summer salary at the end of June and/or at the end of July, depending on the session that is taught. If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.

5.9. Intersessions

Missouri State University offers courses during three intersession periods (January, May, and August) and faculty members are encouraged to develop proposals for these courses. The course proposals are approved and reviewed by the ~~Department Head~~AUL and the Dean. Instructional salary for intersessions is based on a scale of at least two and one-half percent of base salary per teaching load equivalent. For intersession courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent.

5.10. Off-Campus Teaching

Faculty members may be asked to teach courses at off-campus locations as part of regular teaching loads. Expenses of meals and travel, when recognized as excludable by the Internal Revenue Service, will be reimbursed to individuals assigned, and en-route compensation will be paid at currently approved rates, which are based on distance and/or driving time from Missouri State University. For specific details, see the University Travel Policy document. Assignments may be made on an overload basis for supplemental compensation.

6. BENEFITS

6.1. Overview and Principles

6.1.1. Principles

The University subscribes to the American Association of University Professors statement on benefits found in its document, *The Role of Faculty in Budgetary and Salary Matters* (1990), which states:

The faculty should participate in the selection of fringe benefit programs and in the periodic review of those programs. It should be recognized that of these so-called fringe benefits, at least those included in the definition of total compensation set forth by the Association's Committee on the Economic Status of the Profession, have the same standing as direct faculty salaries and are separated for tax purposes. They should be considered and dealt with in the same manner as direct payment of faculty salary.

Benefits policies, as well as salary policies, are critical matters for faculty governance. -The Employee Wellness Advisory Committee and the Healthcare Plans and Benefits Committee, and Faculty Senate Benefits Committee, have compositions that allow faculty input on benefits issues.

6.1.2. Overview

A broad range of benefits are provided to faculty as part of their overall compensation. -These include a range of insurance benefits, retirement programs, educational opportunities, legal defense for official duties, workers' compensation benefits, military leave benefits, and access to and use of a number of facilities and services. -In addition, the University provides access to a number of voluntary benefits programs such as the Missouri Cafeteria plan. -Some benefits may be extended to spouses, sponsored dependents, and dependents. -More detailed information may be accessed through the Office of Human Resources.

6.1.3. Dependents

Some benefits may be applied to dependents (in some cases requiring that the faculty member pay the monthly premium through payroll deductions). -For the purpose of benefits:

- An eligible dependent shall be defined as provided in Section 152 of the United States Internal Revenue Code. In addition, a child(ren) of divorced or separated parents is treated as a dependent of both parents where (1) the parents are divorced, legally separated, or separated under a written separation agreement; (2) the child(ren) receives over half of the child's (children's) support from the child's (children's) parents; and (3) the child(ren) is in the legal custody of one or both parents for more than half the calendar year.
- A sponsored dependent is defined as a person who meets all of the following criteria: (1) be at least 18 years old and mentally competent to consent to contracts; (2) have shared the same permanent residence and the common necessities of life with the employee for at least the previous 12 months; (3) not be legally married to anyone else in any state; (4) not be related by blood or a degree of closeness to the employee that would prohibit legal marriage in the State of Missouri; (5) have a single dedicated relationship with the employee of at least 12 months; (6) and not be a renter, boarder, or tenant of the employee.

6.2. Insurance Benefits

6.2.1. Health and Life Insurance Benefits

All full-time faculty (minimum 9-month contracts) are eligible for a variety of insurance benefits. -Medical, dental,

life, and long-term disability insurance are provided by the University at a low cost to faculty members. Supplemental life insurance and long-term care insurance may also be purchased with premiums borne by faculty and paid through payroll deductions. Faculty may also purchase medical, dental, and life insurance for their spouses, sponsored dependents, and dependents, with monthly premiums paid through payroll deductions.

6.2.2. Voluntary Benefits

Certain “voluntary benefits” are also available to full-time faculty. These include but are not limited to offerings such as vision insurance and critical illness insurance. Coverage for these is borne by the individual, but payments may be arranged through payroll deductions and may be included in the Cafeteria Plan (see 6.2.3).

6.2.3. Cafeteria Plan

The University participates in the Missouri State Employees' Cafeteria Plan which allows full-time and part-time employees to contribute to certain benefit plans on a before-tax basis. Participation in the plan is voluntary. The plan allows employee contributions for insurance coverage and flexible spending accounts for reimbursable health care expenses and child/dependent care expenses to be taken out of each paycheck before taxes are calculated. Other important information concerning the Cafeteria Plan is available online at <http://www.mocafe.com/>.

6.2.4- Long-Term Care

Currently, the university does not offer Long-Term Care Insurance due to the University's provider stopping new enrollments. However, full-time regular employees and their spouses, parents and parents-in-law, as well as retirees and their spouses, who obtained coverage under the previous provider will continue to be covered with Long-Term Care insurance as long as they continue to pay the premiums. Long-Term Care insurance provides coverage for a wide range of personal care, health care, and social services for people of all ages who can no longer care for themselves due to chronic illness, long-lasting disability, or the effects of aging. Most health care plans do not cover the costs associated with such care, and Medicare provides very limited coverage. The University's current Group Universal Life Insurance coverage has provisions that allow access to some of the life benefits if long-term care becomes necessary for the insured. Please contact Human Resources for more information as we obtain a new provider.

6.2.5- Long-Term Disability Insurance

The University provides Long-Term Disability (LTD) insurance at no cost to the employee. LTD insurance covers disabilities resulting from accidental bodily injury, illness, or pregnancy, upon completion of an eligibility waiting period. Under this insurance coverage, employees who are disabled for either 180 days or the expiration of their accrued sick leave (whichever is greater) because of injury or illness (as defined in the Long-Term Disability Benefit Booklet) are eligible to receive a benefit equal to 60 percent of their monthly earnings up to a maximum benefit of \$10,000 per month (minus any other income benefits such as workers' compensation benefits, retirement benefits, Social Security Disability benefits).

6.3. Retirement Benefits

The terms of retirement plans are established by Missouri Statute, and the Social Security Program is controlled by federal law. Retirement plans available to faculty vary depending on date of hire and years of creditable service.

6.3.1. Social Security

All employees are required to participate in the Federal Social Security Program in accordance with federal law.

Employee contributions are made by payroll deduction, with the University contributing an equal portion.

6.3.2. College and University Retirement Plan (CURP)

All faculty on full-time, regular appointment hired on or after July 1, 2002, who have not previously been or are currently enrolled in the Missouri State Employees' Retirement System (MOSERS, Section 6.3.3) will be enrolled in the College and University Retirement Plan (CURP). CURP is a 401A defined contribution retirement plan which uses TIAA-CREF as its ~~third~~-third-party administrator. CURP offers interstate portability, immediate vesting, and no minimum service requirement. Faculty select individual accounts into which the University's contributions to this plan are directed. After six years of participation in CURP, faculty may opt to move to the MOSERS. -Additionally, employees hired on or after July 1, 2018 will also contribute 2% of pay as described in Chapter 104.1205 of the *Missouri Revised Statutes*.

6.3.3. Missouri State Employees' Retirement System (MOSERS)

All faculty on full-time, regular appointment hired prior to July 1, 2002, are members of MOSERS, a defined benefit retirement plan. -Faculty hired after that date have the option of switching to MOSERS after six years of service. Faculty who switch from CURP to MOSERS are automatically vested in MOSERS (MSEP 2002 or MSEP_2011, depending on date of hire). Retirement benefits (including eligibility for retirement) will be calculated based on years in MOSERS. -A faculty member who has switched from CURP to MOSERS does not have the option of returning to CURP.

6.3.4. Deferred Compensation Plans: 403(b) and 457(b)

Faculty are eligible to participate in supplemental tax-sheltered investment programs through the payroll deduction method as authorized under Section 403(b) and Section 457(b) of the Internal Revenue Code. These investment plans allow employees to save for retirement either on a tax-deferred basis or after-tax (Roth). -Employees may participate in both a 403(b) program and the State of Missouri Deferred Compensation Plan (457(b) Plan). -See the Office of Human Resources website for more information.

6.3.5. Benefits Available to Retired Faculty

All faculty members retired from Missouri State University have the following benefits: use of Magers Health and Wellness Center, faculty discount at the Bookstore, admission to convocations on campus, use of the facilities of the Libraries, use of Plaster Student Union, enrollment in one course per semester free of required student fees, faculty privileges for admission to athletic activities, and use of the campus recreation facilities.

Faculty members retired from Missouri State University -are entitled to continue the same medical insurance coverage they had before retirement, including dependent coverage. The retiree must assume the cost, which will be at the group rate that is currently in effect. This eligibility continues until the retiree is eligible for Medicare. Although a retiree is no longer eligible for the group term life insurance plan provided by the University, the retiree is guaranteed the option to convert to ordinary life insurance with the same company but at a higher rate based upon individual policy rates and the retiree's age. The Director of Human Resources can provide more specific information regarding retirement and insurance.

A retiree's eligible dependent children who enroll at Missouri State University are extended the same educational benefit available to the eligible dependent children of a full-time regular employee. Under no circumstances, however, can the retiree and the retiree's dependent children together receive a waiver of required student fees for more than a total of 15 credit hours per academic year (12-month period beginning with the fall intersession). This benefit is not applicable to out-of-state fees, book costs, or any special fee pertaining to a specific class or private instruction. The eligible dependent must pay the required student fees for all college-level courses taken over the 15 credit hours per

academic year covered under this program.

6.3.6. Benefits Available to Emeritus Faculty

Emeritus faculty (see Section 3.6.1) are entitled to all the benefits previously listed for retirees, receive invitations to special events held throughout the year, and receive a President's Parking Pass.

6.4. Legal Defense of Faculty Members

Pursuant to and in conjunction with the State Legal Expense Fund, Section 105.711, RSMo, et seq., it is the policy of the University to provide legal defense of any claim covered by Sections 105.711 to 105.726, regarding conduct of any officer or employee of the University arising out of and performed in connection with official duties on behalf of the University. When questions arise as to whether or not the conduct in question would be covered by Sections 105.711 to 105.726, the University may consult and obtain the advice of the Attorney General of the State of Missouri. The University may also proceed with a defense under a reservation of rights, under which the officer or employee may subsequently become liable and responsible for the expense of such defense upon a finding that the conduct was not or would not have been covered by Sections 105.711 to 105.726.

6.5. Educational Benefits

6.5.1. Credit Course Fees

Faculty members may enroll for up to 15 credit hours in an academic year (12-month period beginning with fall semester) and have their required student fees paid by the University. Faculty members must pay the required student fees for all courses over 15 credit hours per academic year. This benefit is not applicable to out-of-state fees, non-credit courses, book costs, or any special fee pertaining to a specific class or private instruction.

Eligible faculty members may assign part or all of the 15-credit-hour benefit to a spouse, sponsored dependent, or dependent. The assignee must file an application for admission or readmission with the Office of Admissions and Records and meet all admissions and academic requirements stipulated in the Missouri State University Undergraduate or Graduate Catalog.

The University will comply with Internal Revenue Code regulations in regard to reporting benefits that are taxable income. To determine tax liability with regard to this benefit, consult a tax advisor.

Credit course fee waiver requests are automated and can be accessed through the Profile tab at <http://my.missouristate.edu/> under Employment Details - Benefits. The Office of Human Resources will check the request for eligibility, approve appropriate requests, and arrange payment when registration for classes has been completed. -The employee must request educational benefits prior to fee payment; cash refunds will not be made.

6.5.2. Noncredit Course Fees

Faculty members may receive assistance to help pay course fees to enroll in noncredit courses offered by Missouri State University's approved units for the purpose of professional and personal development. The University will pay \$150 per employee, per fiscal year (July 1 through June 30) for the faculty member's enrollment in noncredit courses sponsored through these units. -The fee waiver will be for course fees only and will not be applicable to special book fees, lab fees, or other special fees in addition to the course fees. The fee waiver is for the faculty member only. It cannot be assigned to a spouse, sponsored dependent, or dependent.

6.5.3. Greenwood Laboratory School

Full-time regular faculty who are eligible for the credit course fee waivers as described above may apply one-half of the total annual undergraduate credit hour benefit to their eligible dependent children who attend Greenwood Laboratory School toward payment of required student fees.

6.6. Leave Benefits

The following leaves are available to faculty. Information on developmental leaves (sabbatical leaves, professional leaves, scholarly leaves, educational leaves, and special leaves) may be found in Section 7.- In all cases, it is the faculty member's obligation to contact the faculty member's [AUL Department Head](#), Human Resources, and other offices as appropriate [concerning requests for leave](#).

6.6.1. Civil Duty Leave

Any full-time faculty member who is validly subpoenaed or summoned to involuntarily appear or serve as a juror in a judicial form or compelled to appear before a judicial, legislative or administrative body with civil power to compel attendance during regularly scheduled work hours shall be entitled to receive leave with pay for a period of time necessary for such appearance. Any compensation received for the appearance, other than travel and meal allowances, shall be reported to the University and deducted from any salary paid by the University for such civil leave. Civil leave shall not be granted for appearances as an expert witness for a party to litigation. The faculty member must provide advance written notification to the [AUL Department Head](#) for civil duty leave.

6.6.2. Bereavement Leave

A full-time or part-time faculty member shall be given time off, not to exceed five business days, without loss of pay to make arrangements for or to attend the funeral of a family member ~~or loved ones~~ [or loved ones as specified in the Human Resources Bereavement Leave policy](#).

6.6.3. Military Leave

Faculty members are entitled to military leave and return rights as provided by applicable federal and state law. A faculty member under contract to the University must provide to the Office of Human Resources a copy of official military orders containing certification of the faculty member's commanding officer of performance of duty in accordance with the terms of such order, prior to receiving University salary for the period of the military leave (refer to Section 105.270 RSMo). Reservists or members of the National Guard who are called to active duty have rehire and other benefits as prescribed by federal law in Uniformed Service Employment and Reemployment Rights Act of 1994 (USERRA).

Additional information on the military leave policy, especially where the leave in question exceeds a total of 15 calendar days in any federal fiscal year, may be obtained from the Office of Human Resources.

6.6.4. Voting Leave

Faculty members are ordinarily able to vote before or after work. However, if a full-time or part-time faculty member's work schedule is such that the faculty member does not have three consecutive hours of unscheduled time during an election day, the faculty member will be excused from duties at the University for a period of time for voting, not to exceed three successive hours, including off-duty time, between the opening and closing of the polls on the day of election.

6.6.5. Leave of Absence

A leave of absence might be taken for personal reasons or for purposes of accepting a visiting Professorship, for research, for study, or for other kinds of work performed with or without compensation. Normally, this type of leave shall not be granted to any employee who has accepted a tenured position elsewhere.

A full-time member of the faculty desiring a leave without pay should make application early to the AUL Department Head, usually by April 1 preceding the beginning of the academic year in which the leave is to be taken. No leave applications will be considered without the recommendation of the AUL Department Head. If the AUL Department Head approves of the leave, the AUL Department Head will prepare a written memorandum and forward it, along with the faculty member's request, to the appropriate college Dean. Before making a recommendation, an AUL Department Head will consider:

1. Has the individual contributed to the department-academic unit and the University in such a positive way that the department-unit wishes to encourage the individual's return as a faculty member?
2. Is it possible to obtain an effective teaching replacement for the period of the leave?

A faculty member on leave will retain all rights and privileges; however, prior to the leave it must be determined by the Dean and approved by the Provost if time on leave without pay will or will not count as time in rank towards promotion or tenure.

Faculty members on leave without pay will not have fringe benefits paid for them by the University while they are on such leave. They may maintain their insurance coverage for a period up to a maximum of one year with personal contributions if they wish. If a faculty member desires to maintain coverage during a leave of absence without pay, arrangements must be made with the Director of Human Resources 60 calendar days prior to the leave, and premiums must be paid one month in advance of the month of insurance coverage.

A faculty member who is on leave without pay for less than a full academic year will receive salary payments and fringe benefits only during the semester in which the faculty member is teaching.

Faculty members are not covered under retirement system benefits for the period of leave without pay and do not receive creditable service for that period.

6.6.6. Faculty Sick Leave

All full-time faculty members are eligible to accrue paid sick leave at the rate of eight (8) hours per pay period (i.e., one (1) day per month, times 12 months, for a total of 12 days of paid sick leave per year). For purposes of this Section 6.6.6, "full-time faculty" includes 12-month faculty, and 9-month faculty. This benefit accords the faculty member with sick leave hours for professional service rendered to the University during the summer, regardless of the nature of the service. Professional service includes not only teaching activities, but also advising, mentoring, committee work, theses/research, and all other service rendered on behalf of the University.

Sick leave may be used for an illness, pregnancy, injury, or for medical/dental appointments. Faculty may also use sick leave due to an illness or injury of the faculty member's spouse, sponsored dependent, children, parents, mother-in-law, father-in-law, or other family members who require the faculty member's personal care and attention.

Normally, absences due to short-term illness are handled informally within academic departments-units and are granted without loss of compensation. -As noted in section 8.43, each department has procedures for handling and recording such faculty absences. -Faculty members must consult with their AULsdepartment-heads regarding these procedures. Additionally, all sick leave taken by a faculty member shall be recorded on the faculty member's leave report. -The leave report is available at the faculty member's account at <http://my.missouristate.edu>. -The Office of

Human Resources maintains leave records for all faculty members.

There is no limit on the number of sick leave hours that may be accrued or carried forward during a faculty member's years of service. This system allows employees the opportunity to accumulate a substantial amount of paid sick leave in the event of an accident or long-term illness. For faculty members who are vested in the Missouri State Employees' Retirement System ("MOSERS") upon bona fide retirement from the University, Missouri state law requires that the University report the number of unused sick hours that a faculty member has accrued at the time the faculty member terminates employment with the University.

If the faculty member is vested in MOSERS at the time of termination of employment, MOSERS will convert the reported accrued, unused sick leave hours into retirement service credit. (Note: 168 hours equals one (1) month of service credit). When the faculty member applies for retirement at some future date when the faculty member is qualified to retire, MOSERS will include those months of service in the calculation of the retirement benefit amount.

6.6.7. Faculty Leave under the Family Medical Leave Act ("FMLA")

Missouri State University provides Family and Medical Leave (FMLA) in accordance with the federal Family and Medical Leave Act (FMLA) of 1993 and subsequent amendments. FMLA provides eligible employees who work for covered employers the right to take unpaid, job-protected leave for absences due to a qualifying event. For additional details regarding FMLA, including but not limited to employee eligibility, qualifying events, amount and timing of leave, employee request and notice, pay and benefits during leave and return to work see G7.02-7.7 Leave Benefits (Section 7.7 Family and medical leave).

6.6.7. Faculty Leave under the Family Medical Leave Act ("FMLA")

~~In compliance with the Family and Medical Leave Act (FMLA) of 1993, full time faculty members of the University shall be entitled to a total of 12 work weeks of unpaid leave during any 12 month period if requested by a faculty member for one or more of the following reasons:~~

- ~~1. The birth of a child and to care for the newborn child within one year of birth~~
- ~~2. The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement~~
- ~~3. To care for the employee's spouse, sponsored dependent, child, or parent who has a serious health condition~~
- ~~4. A serious health condition that makes the employee unable to perform the essential functions of an assigned job~~
- ~~5. Any qualifying exigency arising out of the fact that the employee's spouse, sponsored dependent, son, daughter, or parent is a covered military member on "covered active duty"~~

~~FMLA also provides up to twenty six workweeks of leave during a single 12 month period to care for a covered Service member with a serious injury or illness if the eligible employee is the Service member's spouse, sponsored dependent, son, daughter, parent, or next of kin (military caregiver leave).~~

~~The University has the legal authority to consider an employee's absence as family and medical leave when it has sufficient evidence that the absence is due to an FMLA qualifying reason even if the employee has not applied for family and medical leave.~~

~~The following provisions shall apply to family and medical leave:~~

6.6.7.1 Faculty Paid Semester Leave Concurrent with FMLA Leave Discretionary Paid Medical Leave

1 While FMLA only requires that covered employers provide eligible employees with unpaid, job-protected leave (as
2 defined by G7.02-7.7 Leave Benefits), as a matter of University policy, all full-time faculty members are eligible to
3 apply for up to one (1) semester of paid medical leave, that will run concurrent with FMLA, contingent upon
4 recommendation by the faculty member's AUL and college Dean, and approval by the Provost. This semester-long
5 paid medical leave is an additional institutional benefit, rather than an FMLA benefit. For information regarding the
6 eligibility and the procedure for requesting this additional institutional benefit, please refer to the Office of the Provost
7 website: <https://www.missouristate.edu/provost/medleave.htm>.

8 Subject to University discretion and approval, fFaculty members may also use this one (1) semester of institutional
9 paid medical leave concurrent with FMLA due to their own serious health conditions or due to an illness or injury of
10 the employee's spouse, sponsored dependent domestic partner, child(ren), parents, mother-in-law, father-in-law, or
11 other family members who require the employee's personal care and attention. Alternatively, Ssubject to University
12 discretion and approval, this benefit may be used for a faculty member may also be granted up to one (1) semester of
13 paid sick leave in order to provide care to a family member who requires the faculty member's personal care and
14 attention due to illness, injury, childbirth or adoption.

15 A proposal for such paid leave must be made by the college Dean, who should give due consideration to the fiscal
16 constraints of the college and the staffing needs of the department. All requests for paid leave must be approved by
17 the Provost, whose determination is final.

18 **6.6.7.1. Unpaid FMLA Leave**

19 In accordance with federal law, the University provides leave to eligible employees in accordance with the Family
20 Medical Leave Act of 1993, as amended ("FMLA"). FMLA provides eligible employees who work for covered
21 employers the right to take up to 12 weeks of unpaid, job-protected leave during a rolling 12-month period for absences
22 due to a qualifying event. (NOTE: The FMLA provides up to 26 weeks of unpaid, job-protected Military Caregiver
23 Leave, as defined below, to eligible employees.)

24
25 In order to be eligible for leave under the FMLA, an employee must:

- 26 —— (a) have worked for the University for at least 12 months;
- 27 (b) worked at least 1,250 hours during the 12 months prior to when the leave will commence;
- 28 (c) have not already exhausted all FMLA leave in the 12 months prior to when the leave will commence; and
- 29 (d) experience a qualifying event as defined by the FMLA.

30
31 Under the FMLA, a qualifying event includes:

- 32 (a) The birth of a child and to care for the newborn child within one year of birth;
- 33 (b) The placement with the employee of a child for adoption or foster care and to care for the newly placed
34 child within one year of placement;
- 35 (c) To care for the employee's spouse, sponsored dependent, child, or parent who has a serious health
36 condition;
- 37 (d) A serious health condition that makes the employee unable to perform the essential functions of an
38 assigned job; or
- 39 (e) Any qualifying exigency for an employee's spouse, sponsored dependent, child, or parent on active
40 military duty or being called to active military duty
- 41 (f) To care for a spouse, sponsored dependent, child, parent, or next of kin who is a member of the Armed
42 Forces and who is undergoing medical treatment, recuperation or therapy for serious injury or illness suffered
43 in the line of duty on activity duty ("Military Caregiver Leave").

44 45 **6.6.7.2. Request for Unpaid Family and Medical Leave**

46 A faculty member requesting family leave under this leave provision should complete a standard Request for Leave

1 form or letter and submit it to the faculty member's Department Head. When leave is foreseeable, an employee must
2 give the University 30 calendar days' advance notice. In addition, when foreseeable leave is for planned medical
3 treatment, the employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt the
4 University's operations. If it is not possible to provide 30 calendar days' notice, as much notice as is practicable must
5 be provided. The Department Head will forward the request to the Office of Human Resources. Upon receipt of the
6 request, the Office of Human Resources will provide the faculty member with the Family and Medical Leave
7 Provisions and a leave questionnaire for the faculty member to complete. FMLA regulations require documentation
8 from a medical provider.

9 10 **6.6.7.3.—Paid FMLA Leave**

11 While the FMLA only requires that covered employers provide eligible employees with unpaid, job-protected leave,
12 as a matter of University policy, all full-time faculty members (as defined by Section 6.6.6) are eligible for up to one
13 (1) semester of paid leave, contingent upon recommendation by the faculty member's Department Head and college
14 Dean, and approval by the Provost. For information regarding the procedure for requesting this benefit, please refer
15 to the Office of the Provost website: <https://www.missouristate.edu/provost/medleave.htm>.

16 Faculty members may also use paid FMLA due to an illness or injury of the employee's spouse, sponsored dependent,
17 child(ren), parents, mother-in-law, father-in-law, or other family members who require the employee's personal care
18 and attention. Subject to University discretion and approval, a faculty member may also be granted up to one (1)
19 semester of paid sick leave in order to provide care to a family member who requires the faculty member's personal
20 care and attention due to illness, injury, childbirth or adoption. A proposal for such paid leave must be made by the
21 college Dean, who should give due consideration to the fiscal constraints of the college and the staffing needs of the
22 department. All requests for paid leave must be approved by the Provost, whose determination is final.

23 **6.6.7.4.—Status during Paid or Unpaid FMLA Leave**

24 During paid or unpaid FMLA leave, the faculty member is required to report regularly on the faculty member's status
25 and intent to return to work. The University shall continue to pay for the faculty member's individual insurance
26 coverages, including medical, dental, life, long term disability, and accidental death and dismemberment during
27 FMLA and or paid leave on the same basis as if the individual had been actively at work. The University shall return
28 the faculty member to the same or an equivalent position and employment benefits upon return from approved family
29 leave.

30 31 **6.6.7.5.—No Right to both Paid and Unpaid FMLA Leave**

32 As noted in Section 6.6.7.1, the FMLA only requires that covered employers provide eligible employees with a period
33 of unpaid, job-protected leave. As delineated in Section 6.6.7.3, the University has established a process whereby
34 faculty members may be granted paid leave which is more generous than the requirements of the FMLA. Faculty
35 members are not, however, entitled to combine unpaid FMLA leave and paid FMLA leave within a rolling 12-month
36 period for the same qualifying event. If continued leave is necessary after a faculty member has been granted a
37 semester of FMLA leave, the faculty member will be referred to the Office of Human Resources in order to pursue
38 long-term disability or other unpaid leave options as outlined in the Faculty Handbook.

39 40 **6.7. Unemployment Compensation Insurance**

41 The University provides unemployment insurance coverage for employees in accordance with the laws of the State of
42 Missouri. For specific details concerning coverage and benefits, contact the Office of Human Resources or the local
43 office of the Missouri Division of Employment Security.
44

6.8. Workers' Compensation

All University employees are extended Workers' Compensation coverage which provides payment of medical expenses and salary compensation to employees who suffer the effects of a work-related injury or who incur an occupational disease arising out of and in the course of employment with the University. The amount of compensation authorized under Workers' Compensation is prescribed by law and the State of Missouri and not by the University. Key requirements are:

- A work-related injury must be reported immediately to the employee's supervisor.
- The supervisor must ensure that an employee injured in a work-related accident completes a Missouri State University On-The-Job Injury Report form.
- The supervisor must complete the "Supervisor Comment Section" and send the completed form to the Office of Human Resources **within 24 hours of the injury**. If there is a good reason for not reporting the injury within 24 hours, the injury must be reported as soon as possible, but no later than 30 calendar days after the work-related accident.
- Upon receiving a work-related injury requiring medical attention, employees must contact 1-800-624-2354 for the name of an authorized medical care provider prior to seeking treatment (except for serious injuries). This referral service is available 24 hours a day, 365 days a year. - If the injury is considered to be serious (e.g., potentially life and/or limb threatening), the injured employee should proceed immediately to the nearest hospital emergency room, and the employee or supervisor must notify the Office of Human Resources immediately.
- The State of Missouri will not pay for medical treatment an employee receives from a medical provider who has not been approved by the Central Accident Reporting Office (CARO). Employees may seek their own medical care with the provider of their choice at their own expense.

Beyond this point in the process, details of coverage through Workers' Compensation diverge depending on the type of position held and personal choices of the injured party.- Early Return to Work and Temporary Modified Work Programs may be available.- It is essential that the injured faculty member contact the Office of Human Resources for guidance about compensation law and available options.

6.9. Identification Card (BearPass Card)

All faculty members are issued a picture identification card (BearPass Card) by the BearPass Card Office, which serves as an identification for a wide variety of Missouri State University facilities and services. A full-time faculty member is also entitled to obtain a Missouri State University BearPass Card for a spouse or sponsored dependent. The spouse's or sponsored dependent's BearPass Card can be used for all of the same services and facilities as the employee's card.

6.10. Access to University Services and Facilities

Faculty have access to the following services and facilities in accordance with the rules, regulations, and policies of each department providing the facilities or service. For more information and answers to questions concerning these services, the employee should contact the specific department responsible for the service. The services and facilities include:

- Athletic events:- Faculty may purchase reserved or general admission tickets to selected Missouri State University athletic events at a reduced rate, subject to the availability of tickets.
- Check Cashing Privileges:- Faculty may cash personal checks up to \$50 per day with their BearPass Card at the Bursar's Office. See the Bursar's Office website for more information.
- CopyThis: CopyThis is a full-service copy center for students, faculty, and staff use.

- 1 • Counseling and Testing Center:- The Counseling and Testing Center is staffed with experienced professional
2 counselors, psychologists, and social workers who provide individual and group counseling to help resolve
3 personal and relationship difficulties, as well as providing crisis intervention to deal with situations which
4 require immediate attention. First priority is given to students; however, University employees including
5 faculty are eligible for consultation and referral services.
- 6 • Credit Union:- All employees are eligible for membership in the Educational Community Credit Union
7 located at 1221 East Grand Street. The Credit Union is sponsored by teachers of the Southwest District of
8 Missouri for the purpose of investment and loans. Employees interested in general banking, checking,
9 savings, or loans should contact the Educational Community Credit Union at 417-831-0534.
- 10 • Food Service:- All campus contracted facilities, (example, dining halls, food outlets, commercial franchised
11 vendors), and snack bar facilities are available to all employees.
- 12 • Health and Wellness Center:- Magers Health and Wellness Center provides quality health care and promotes
13 lifelong wellness programming for the University community: students, faculty, staff, retirees, and the
14 household members of this group.- Magers Health and Wellness Center staff will assist employees and
15 retirees with filing health insurance claims.
- 16 • Juanita K. Hammons Hall for the Performing Arts:- Discounted tickets for faculty and staff are available on
17 select performances with details available at the ticket office.
- 18 • Library Privileges:- The University Libraries serve all students, University employees, their spouses and
19 sponsored dependents. To check out books and other materials, employees and their spouses need to present
20 their University BearPass Card (Spouse BearPass Card) at the Circulation Desk.- Faculty should check at the
21 Libraries' Administrative Office regarding library privileges for other members of their households.
- 22 • Missouri State Bookstore:- Faculty are eligible for a discount on purchases upon presentation of their
23 University BearPass Card.- Affiliate stores are located across campus including, stores located in the Plaster
24 Student Union the JQH Arena), and in Hammons House.
- 25 • My Payment Plan: Missouri State University allows students, staff, and faculty in good financial standing to
26 make charges on their accounts for required student fees, residence hall charges, Magers Health and Wellness
27 Center charges, parking permit and fines, bookstore charges, library fines and other charges and pay for those
28 charges in installments—in accordance with My Payment Plan.
- 29 • Notary Public:- Notary services are provided free of charge. A complete listing of notaries, their office room
30 numbers and telephone numbers can be found at <http://www.missouristate.edu/dos/notaries.htm>.
- 31 • Parking:- A current Missouri State University parking permit is required and must be displayed in order to
32 park in any University parking lot. Parking permits must be purchased at the Transit Operations Center
33 located at 700 East Elm Street, 417-836-4825. Designated parking spaces are provided for the disabled in
34 accordance with the Americans with Disabilities Act.
- 35 • Plaster Sports Complex (PSC):- Plaster Sports Complex is a sports event and recreational facility for students,
36 faculty, and staff of the University.
- 37 • Plaster Student Union (PSU):- The Plaster Student Union (PSU) is a multipurpose facility, primarily for
38 students, faculty, and staff of the University.
- 39 • Postal Service:- The University operates a U.S. Postal Services Contract Station in Plaster Student Union,
40 Room 210.
- 41 • Recreational Facilities:- All employees of the University may use the University tennis courts, Foster
42 Recreation Center, Plaster Student Union, Hammons Student Center, Plaster Sports Complex, and other
43 recreational facilities of the University, under the conditions and applicable rules and when scheduling
44 permits.- (Some facilities may require fees.)
- 45 • Safety and Transportation:- The Safety & Transportation Department provides a variety of services for
46 employees and students including authorized access to buildings, battery jump for vehicles parked on campus
47 or on University-owned streets, and protective accompaniment service on campus during the hours of
48 darkness.
- 49 • Savings Bond Purchases:- United States Savings Bonds, types EE and I, may be purchased through payroll

1 deduction. For more information about the amount and types of bonds available, contact the Payroll Office
2 at 417-836-6578.

- 3 • Shuttle Bus Service:- Missouri State University provides regular shuttle bus service for students, faculty, staff
4 and guests at no cost for the Springfield campus.
- 5 • Telecommunications Service: The University's long-distance network is intended for official business only.
6 Use of the long-distance service for personal calls is discouraged and should only be done in an urgent or
7 emergency situation.
- 8 • Wellness Program:- The University supports the culture of employee wellness based upon healthy lifestyles
9 choices and offers all employees the opportunity to take advantage of Wellness Programming offered through
10 the Magers Health and Wellness Center and Campus Recreation.- Participation in the Wellness Programs
11 includes both fee based and non-fee based opportunities.
12

7. FACULTY DEVELOPMENT

7.1. Faculty Development Policy

To increase the opportunities for the continued professional development of the faculty, the University provides funding and other resources to assist faculty members in meeting their professional responsibilities.

7.2. Developmental Leaves

Faculty members who are granted developmental leave shall be required to sign an ~~Agreement~~, codifying ~~memorializing~~ the obligations of both the faculty member and the University, including the financial responsibilities of each.

Faculty members are obligated to return to Missouri State University for at least one year following the developmental leave. Faculty members who fail to complete the post-leave year of service to the University shall be obligated to reimburse the University for the entirety of the pay they received during their leave.

7.2.1. Sabbatical Leave For Faculty

Only ranked faculty members (as defined in this document's glossary, but not including ranked faculty members who are serving as ~~Department Heads, Academic Unit Leaders, School Directors~~, Associate Deans, Deans, or Associate Provosts) are eligible for sabbatical leave. Eligibility is established by completing 12 semesters of service to Missouri State University (summer teaching excepted). A faculty member granted a sabbatical leave will be entitled to University support amounting to full pay for a half year's leave and between one-half pay and three-fourths pay for a full year's leave, ~~no less than one-half pay for a full year's leave~~. A faculty member on sabbatical leave is still considered a full-time employee. Faculty will participate in the retirement program and will have their benefits paid by the University. ~~The sabbatical may be approved for up to three-fourths pay for a full year's leave~~. Faculty are encouraged to apply for external grants to supplement their funding. Their sabbatical pay will not be decreased if they secure such funding, except, however, that faculty cannot receive more than one hundred per cent of their twelve-month equivalent salary while on sabbatical. Funds provided for travel, housing, and other living expenses are not considered to be "Salary". Since faculty on sabbatical leave are considered full-time employees, faculty are required to adhere to Section ~~ten~~10 of the Faculty Handbook as it pertains to outside activities and conflict of interest while on sabbatical leave.

A sabbatical leave is not an automatic right; completed applications must be submitted to the appropriate College Dean according to the deadline specified in the Master Calendar prior to the academic year for which the leave is requested. The College Personnel Committee will evaluate the applications and make recommendations to the Dean.

The Dean will then forward to the Provost's Office a comprehensive list of all faculty members who have applied for and those who have been selected for sabbatical leave for data compilation.

Application for sabbatical leave is a competitive process and requires presentation of a strong proposal. Each college-level cost-center will fund the sabbaticals from that college. Depending on budget constraints in any given year, at times even worthwhile proposals may fail to receive funding.

All applicants must be notified of the final decision regarding their applications by the end of the first complete week in February. Only one proposal from a faculty member is to be considered during a single academic year.

The project for which leave is requested must be beneficial both to the faculty member and to the University. The sabbatical leave will provide an opportunity for the faculty member to pursue research/ creative work, enhance teaching or professional practice skills in the discipline, or to retool for new teaching opportunities or research. The

1 leave may include travel related to the research and study. Proposals to obtain an advanced degree will not be
2 approved.

3 Faculty members are obligated to return to Missouri State University for at least one year following the sabbatical.

4 Following the sabbatical leave, the faculty member will submit to the Provost, appropriate ~~Department Head~~AUL and
5 college Dean a report of scholarship, research, or creative activity conducted while on leave, based on a schedule
6 posted by the Provost. Any faculty member who has completed a sabbatical leave and who has failed to submit a
7 report is ineligible to apply for a subsequent sabbatical leave until such report has been filed.

8 In computing years of service that will apply toward eligibility for promotion, time spent on sabbatical leave will be
9 counted. A faculty member who has taken a sabbatical or professional leave is not eligible for another paid leave until
10 the completion of 12 semesters of service to Missouri State University subsequent to the paid leave.

11 **7.2.2. Professional Leave**

12 Ranked faculty members (but not including ranked faculty members who are serving as ~~Department Heads, School~~
13 ~~Directors~~ Academic Unit Leaders, Associate Deans, Deans, or Associate Provosts) are eligible to apply for leave to
14 engage in professional development activities not covered by sabbatical or educational leaves. Eligibility is established
15 by completing 12 semesters of service to Missouri State University (summer teaching excepted). The activity for
16 which leave is requested must be beneficial to both the faculty member and the University. The professional leave
17 will provide opportunities such as educational experiences for enhanced expertise within the faculty member's
18 academic discipline or in another discipline, curriculum development projects, expanded use of instructional
19 technologies, or similar activities not directly related to research or the acquisition of an advanced degree.

20 A faculty member granted a professional leave will be entitled to university support amounting to full pay for a half-
21 year's leave and no less than one-half pay for a full year's leave. Faculty members on professional leave will receive
22 salaries in 12 monthly payments. They will participate in the retirement program and will have their benefits paid by
23 the University.

24 A professional leave is not an automatic right; applications must be submitted according to the deadline specified in
25 the Master Calendar prior to the academic year for which the leave is requested. - Completed applications will be
26 submitted to the appropriate College Dean according to the deadline specified in the Master Calendar prior to the
27 academic year for which the leave is requested. The College Personnel Committee will evaluate the applications and
28 make recommendations to the Dean.

29 The Dean will then forward to the Provost's Office a comprehensive list of all faculty members who have applied for
30 and those who have been selected for professional leave for data compilation.

31 Application for professional leave is a competitive process and requires presentation of a strong proposal. Each
32 college-level cost-center will fund professional leaves from that college. Depending on budget constraints in any given
33 year, at times even worthwhile proposals may fail to receive funding.

34 All applicants must be notified of the final decision regarding their applications by the end of the first complete week
35 of February. Only one proposal from a faculty member is to be considered during a single academic year.

36 Following the professional leave, the faculty member is obligated to return to Missouri State University for at least
37 one year. Within 30 calendar days after the leave period, the faculty member will submit to the Provost, appropriate
38 ~~Department Head~~AUL and college Dean a report of professional activities conducted while on leave.

39 In computing years of service that will apply toward eligibility for promotion, time spent on professional leave will
40 be counted. A faculty member who has taken a sabbatical or professional leave is not eligible for another paid leave
41 until the completion of 12 semesters of service to Missouri State University subsequent to the paid leave.

7.2.3. Scholarly Leaves

Ranked faculty members (but not including ranked faculty members who are serving as ~~Department Heads, School Directors Academic Unit Leaders~~, Associate Deans, Deans, or Associate Provosts) who have been awarded academic fellowships (e.g., Fulbright Fellowships) or similar recognitions may request leaves for up to one academic year.- A faculty member granted a scholarly leave will not receive salary from the University but will continue to receive all benefits.

Applications for scholarly leaves must be submitted according to the deadline specified in the Master Calendar prior to the academic year for which the leave is requested.- Application by the posted deadline serves as a notice to the Department, College, and Provost so that appropriate arrangements can be made to cover the faculty member's assignments.

Following the scholarly leave, the faculty member is obligated to return to Missouri State University for at least one year. In computing years of service that will apply toward eligibility for promotion, time spent on scholarly leave will be counted.- The eligibility of a faculty member who has previously taken a scholarly leave to apply for a paid leave (sabbatical or professional leave) before the completion of an additional 12 semesters of service to Missouri State University may be negotiated with the Provost.

7.2.4. Educational Leaves

Leaves for full-time faculty members wishing to return to graduate school to complete an advanced degree are subject to recommendation by the President and approval by the Board of Governors. Educational leaves will be allowed under the following guidelines:

1. Educational leaves are a privilege and not an automatic right.
2. Salary funds must be available before educational leaves will be granted.
3. The faculty member must demonstrate clear intent to complete all coursework for the academic degree during the period of the leave.
4. The faculty member will return to Missouri State University for at least one year following the termination of the leave.
5. The time accrued for a sabbatical leave will be forfeited upon the acceptance of an educational leave, and the 12-semester period to be accrued for sabbatical leave will start with the beginning of the semester following the faculty member's return to Missouri State University, excluding summers.

Applications for educational leaves will be submitted according to the deadline specified in the Master Calendar, prior to the academic year for which the leave is requested. Applications will be submitted to the Faculty Leave Committee for its recommendation to the Provost. ~~Refer to <http://graduate.missouristate.edu/>.~~

Faculty members who are on educational leave will receive their salaries (full pay for a half year's leave or half pay for a full-year's leave) at the same rate as would have been compensated if the faculty member were teaching. Salary will be paid in twelve monthly payments, and faculty members on educational leave will participate in the retirement program and have their benefits paid by the University.

In computing years of service that will apply toward eligibility for promotion and tenure, time spent on educational leave will not be counted.

7.2.5. Special Leave for Faculty

Any full-time faculty member who in the opinion of the Provost deserves a leave for a specific purpose not listed in other portions of the Faculty Handbook may be granted such a leave with or without pay.- Final approval must be

granted by the Board of Governors.

Following the special leave, the faculty member is obligated to return to Missouri State University for at least one year. Within 30 calendar days after the leave period, the faculty member will submit to the Provost a report of activities conducted while on leave.

In computing years of service that will apply toward eligibility for promotion, time spent on special leave will be counted.

7.3. Faculty Development Resources

Missouri State University supports effective teaching, research, and service through faculty development resources that are provided by the university, college and department. These resources are designed to give opportunities for continued professional development to become more effective teachers and scholars. The University recognizes the need to pursue initiatives that make the professional endeavors of faculty more exciting and rewarding. Refer to the Faculty Development section of the Provost's website for specific information on resources provided by the University.

7.3.1. Faculty Center for Teaching and Learning

The Faculty Center for Teaching and Learning offers programs and resources for faculty, instructors, per course faculty, teaching assistants, and academic units. The FCTL supports the instructional community by offering a variety of teaching and learning opportunities such as workshops, seminars, individual consultations, and peer reviews. The FCTL Advisory Council supports the implementation of the center's mission and goals and also serves as liaisons between the instructional community and the FCTL. Services and resources provided include instructional design, resources on effective teaching through technology, best practices for teaching and learning, and support for the enhancement of teaching and learning at MSU.

The FCTL provides funding opportunities through Curriculum Innovation awards which lead to improvements in the quality of instruction and new or innovative teaching and learning practices. A call for proposals is held each academic year. Information on this and other awards can be found on the FCTL's website.

A Showcase on Teaching and Learning is sponsored by the FCTL at the beginning of each academic year and provides a forum for faculty to present their research and findings on effective teaching and learning. A highlight of this event has been hosting a distinguished faculty or nationally recognized educator/researcher to present a keynote address before the MSU instructional community.

Additional information is available at the FCTL's website.- Faculty are also encouraged to contact the FCTL for individualized consultations and other opportunities.

7.3.2. Citizenship and Service-Learning

The Office of Citizenship and Service-Learning (CASL) provides a number of programs designed to help faculty develop strategies for making service-learning a useful pedagogical tool in the work of developing educated- persons. Two specific programs are the Service-Learning Faculty Fellowship and the CASL Research Stipend. The Service-Learning Faculty Fellowship is a professional development program that is designed to benefit those faculty who wish to explore service-learning as a pedagogical tool in an intensive, in-depth manner, with the intent of implementing it into a specific course. This program trains and supports faculty who wish to enhance citizenship skills and demeanor in their students through their instruction by designing or modifying courses that integrate service-learning into learning outcomes.- The CASL Research Stipend supports faculty work that advances the knowledge of service-learning or is of direct service to the community. Applications for both programs are available at the [CASL web site](#) and are due mid-October each year.

The CASL office also works with faculty to encourage the practice of engaged scholarship of teaching and learning, and research on civic advancement and civic engagement. In addition, the CASL office serves as a liaison in coordinating collaborative efforts of faculty with community partners and government officials to support not-for-profit and government organizations in research and in addressing community and social needs.

Other CASL services for faculty include curricular information, faculty resource/research sharing sessions, workshops featuring noted service-learning authorities, resources for grant funding of service-learning projects, and travel stipends. The CASL program is one vehicle by which Missouri State University carries forward its mission in Public Affairs, engaging in community-based problem-solving and addressing social justice issues – locally, nationally, and globally.

7.4. Extramural Support for Research and Development

The [Office of Research Administration \(ORA\)](#) provides assistance to faculty seeking extramural support for their research endeavors. Refer to Chapter 9, Research, for a description of these services.

7.5.- Faculty Exchange Program and International Teaching Opportunities

The coordinating official of the faculty exchange program is the [Director of International Services](#) ~~Director of International Programs and Affairs~~. Eligibility for participation in such a program is essentially the same as that for leaves granted by Missouri State University. Participation is a privilege, not an automatic right. Additionally, the following guidelines will apply:

- 1.-This policy includes a possible exchange of qualified personnel between educational institutions as well as between other institutions such as government agencies, businesses, and industrial firms.
2. The faculty member's participation in the exchange is partially contingent upon the availability of a satisfactory replacement to assume assigned duties for the duration of the absence.
3. The exchange replacement is subject to the same scrutiny as are prospective candidates for permanent positions at Missouri State University.
4. Salary, retirement contributions, and fringe benefits will be paid by Missouri State University to its faculty members who are on the exchange, and the exchange replacement will be paid by the replacement's institution.
- 4..

~~5. Participation in the Faculty Exchange Program in no way affects the eligibility of the exchange faculty member under the sabbatical and/or educational leave policy now in effect, nor will it affect the faculty member's eligibility for promotion; i.e., the year on the exchange program should be equated to a year of service to Missouri State University.~~

5. Participation in the Faculty Exchange Program in no way affects the eligibility of the exchange faculty member under the sabbatical and/or educational leave policy now in effect, nor will it affect the faculty member's eligibility for promotion; i.e., the year on the exchange program should be equated to a year of service to Missouri State University.

7.5.1. China Programs

~~Ranked faculty may apply to participate in the academic year exchange with Qingdao University in the Shangdong Province of the People's Republic of China. Faculty chosen for this program will teach conversational English and, on occasion, a course in the faculty member's discipline. Faculty members may also apply for teaching opportunities on the Missouri State University Branch campus located on the campus of Liaoning Normal University in Dalian, China, or they may participate in research collaborations with other Chinese university partners.~~

7.5.12. Faculty-Led Short Term Programs

Faculty members have the opportunity to lead short-term study away programs. Teaching abroad develops faculty members' ability to be innovative and creative. Additionally, a faculty member's work abroad highlights the value of a global perspective in the intellectual life of the Missouri State community. [Office of Education Abroad Study-Away Programs](#) staff assist faculty in the development of short-term programs which vary in length from one to eight weeks. Faculty interested in such programs must coordinate their efforts through the [Office of Education Abroad Study-Away Programs office](#).

7.6. University Funds for Faculty Development

7.6.1. University Funds for Research and Curricular Development

The University recognizes the importance of Research (as broadly defined in Chapter 4) and is committed to providing significant support for such activities. The Provost appoints a Faculty Grants Committee, composed of faculty members with experience in Research to recommend the allocation of University funds for research each fall and spring semester. - The Faculty Leave Committee, appointed by the Provost, recommends recipients of the Missouri State University Summer Fellowships.

University research funds are to be used for the following purposes: (1) to provide seed money for Research and (2) to provide financial support for Research not likely to receive funding elsewhere. Professors conducting major research projects should seek outside funding rather than apply to the committee(s) for continued funding year after year. The University may assert an interest in the commercial value of projects for which the University provides support (refer to Appendix A: Intellectual Property Policy Statement).

7.6.2. Funds for Enrollment in Classes

Full-time members of the Missouri State University faculty may enroll in classes with student fees waived – see Section 6.5 for detailed information.

7.6.3. Reassigned Time for Research

Upon the recommendation of the [AUL Department Head](#), the College Dean may authorize reassigned time in order to provide time for Research. A faculty member taking advantage of this opportunity will be required to report to the Dean when requested concerning the faculty member's Research activity.

In planning academic assignments, [AUL Department Heads](#) (or supervisors of those faculty members whose primary functions may not be teaching) will provide blocks of time for scholarship, research, and creative activity by individual faculty members who request it.

7.6.4. Travel

The University recognizes the importance of original Research being conducted by faculty members and the participation of faculty members in learned and professional society activities.

To the extent that funds are available, travel funds will be provided to support the participation of full-time faculty members in order to attend professional conferences and to present papers. The faculty member will be reimbursed for the most reasonable and economical transportation costs available as well as reasonable lodging, food costs, and registration fees. The number of days for which food and lodging will be allowed may be limited to less than the full period of the conference.

All requests for travel expenses must be made in advance to the appropriate head and must be approved by both the

1 ~~AUL~~[Department Head](#) and college Dean. A report of professional activities at the meeting will be submitted to the
2 college Dean upon request following the meeting, including a copy of the paper presented.- Faculty and staff members
3 traveling at Missouri State University expense must submit receipts for commercial transportation and lodging
4 expenditures as well as registration fees in order to receive reimbursement.

5 If a faculty member travels on official University business, all allowable travel expenses will be paid by the University.

6 See the [Policy Library](#) [Op8.22 Travel Regulations](#) for more information on allowable travel expenses.

7

8. PROFESSIONAL ISSUES

8.1. Prohibition of Discrimination, or Harassment, and Bullying Policy

Consistent with G1.05 Non-Discrimination Policy Statement, Missouri State University prohibits discrimination on the basis of race, color, national origin (including ancestry, or any other subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, gender expression, or any other subcategory of sex recognized by applicable law), age, disability, veteran status, genetic information, or any other basis protected by applicable law in employment or in any program or activity offered or sponsored by the University. Sex discrimination encompasses sexual harassment, which includes sexual violence, and is strictly prohibited by Title IX of the Education Amendments of 1972.

~~The University recognizes the human dignity of each member of the Missouri State University community and believes that each member has a responsibility to promote respect and dignity for others so that all employees and students are free to pursue their goals in an open environment, able to participate in the free exchange of ideas, and able to share equally in the benefits of the University's employment and educational opportunities. To achieve this end, the University believes it should foster a learning, working, and living environment free from discrimination, harassment, and bullying on any basis not related to the applicable educational requirements for students or the applicable job requirements for employees.~~

~~Bullying is defined as repeated and/or severe verbal or nonverbal behaviors to intimidate or intentionally hurt, control or diminish another person, physically or mentally (that is not speech or conduct otherwise protected by the First Amendment) that lead to a hostile work environment. Members of the University community should contribute to a professional environment that supports academic freedom, freedom of expression, professional discourse, inquiry, and respect for the academic rights and professional expertise of others.~~

~~It is policy of Missouri State University to maintain the campus as a place of work and study for faculty, staff and students free from discrimination, harassment, and bullying in violation of the University's policies and in accordance with federal and state law and the Missouri State University Nondiscrimination Policy Statement. Discrimination, harassment, or bullying against any member of the University community will not be tolerated at Missouri State University. The University will respond appropriately to instances of discrimination, harassment, or bullying, and members of the University Community who engage in such acts or behavior are subject to disciplinary sanctions, up to and including dismissal from the University (with respect to students) or termination of employment (with respect to faculty and/or staff).~~

Sexual Harassment is a form of sex discrimination that is prohibited by both Title VII of the Civil Rights Act of 1964 ("Title VII) and Title IX of the Education Amendments of 1972 ("Title IX). Although sexual harassment is defined in slightly different ways under Title VII and Title IX, it generally refers to unwelcome conduct of a sexual nature toward another person or an identifiable group of people. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute sexual harassment when: 1) submission is a term or condition of an individual's employment or academic opportunities; 2) submission to or rejection of such conduct by an individual is used as the basis of employment or academic decisions affecting such individual; or 3) such conduct is so pervasive or severe that it creates an abusive, intimidating, hostile, or offensive environment. Sexual harassment may occur where such circumstances occur between supervisor and subordinate, employees, students and employees, and non-University persons and employees. It may occur between members of the opposite sex or the same sex.

Discrimination or harassment against any member of the University community will not be tolerated at Missouri State University. The University will respond appropriately to instances of discrimination or harassment, and members of the University Community who engage in such acts or behavior are subject to disciplinary sanctions, up to and including dismissal from the University (with respect to students) or termination of employment (with respect to faculty and/or staff).

Accordingly, the University has established the Office of Institutional Compliance (“OIC”) that is responsible for processing all complaints of discrimination or harassment on the basis of protected class, including complaints arising from Title IX, as well as complaints arising under Title VII. Allegations of sexual harassment against faculty members that meet the definition and jurisdictional requirements of Title IX and its implementing regulations are required by federal law to be addressed as set forth in Op 1.02-11 Title IX Sexual Harassment Grievance Procedure Policy, rather than through the disciplinary procedure outlined in Chapter 13 of this Handbook.

All other allegations of discrimination or harassment (including sexual harassment as defined by Title VII) will be addressed in a manner consistent with Op1.02-2 Discrimination Complaint and Investigation Procedures. Results of investigations conducted and/or evaluated pursuant to Op1.02-2 Discrimination Complaint and Investigation Procedures, may be reported to the Provost and other appropriate administrators, who may take such actions as are consonant with the disciplinary procedures prescribed in Chapter 13.

Consistent with G1.31 Reporting Allegations of Discrimination on the Basis of a Protected Class, all employees – including faculty members – are required to report any concerns or allegations of sexual harassment involving members of the university community (i.e., faculty, staff, and/or students) or which they become aware. Such reports should be made as soon as possible, but in no event later than three (3) calendar days after learning of such concern or allegation. Reports must be made to the Title IX Office. Reporting a concern or allegation of discrimination or harassment to a supervisor, without also reporting to the Title IX Office, does not satisfy a faculty member’s reporting obligation. Faculty members who refuse or otherwise fail to report a sexual harassment allegation or concern are subject to disciplinary sanction, as set forth in Chapter 13 of this Handbook.

Additionally, any faculty member who believes that they have been the subject of sexual harassment should report the alleged act immediately to the University’s Title IX Office. Confidentiality will be respected, and anonymity preserved in grievances to the greatest extent possible.

8.2. Disability Accommodation and Accessibility

Faculty at Missouri State University have the responsibility to support the university’s efforts to increase the accessibility of university programs and prevent discrimination ~~against~~ students with a disability. University Faculty satisfy this responsibility by: informing all students of the appropriate procedures for receiving disability accommodations; creating instructional course content consistent with the university’s accessibility guidelines; implementing any reasonable accommodations identified by the university in their assigned courses; maintaining appropriate confidentiality of records and communication concerning students with disabilities; and supporting the university’s policies and procedures designed to eliminate barriers to access and further the university commitment to non-discrimination by eliminating barriers to access. The University will provide support and resources for faculty implementing these responsibilities.

Faculty must work directly with the University’s [Disability Resource Center](#), rather than the student, on any concerns that an identified accommodation may substantially alter an essential element of their course or program. Faculty may not unilaterally deny an accommodation approved through the University’s accommodation procedures.

8.3. Sexual HarassmentBullying

Bullying is defined as repeated and/or severe verbal or nonverbal behaviors to intimidate or intentionally hurt, control or diminish another person, physically or mentally (that is not speech or conduct otherwise protected by the First

Amendment) that lead to an unprofessional work environment. Members of the University community should contribute to a professional environment that supports academic freedom, freedom of expression, professional discourse, inquiry, and respect for the academic rights and professional expertise of others.

Bullying will not be tolerated by the University. Accordingly, faculty members who engage in bullying behavior are subject to disciplinary action pursuant to Chapter 13 of the Faculty Handbook. Faculty members who believe they have been subjected to bullying by an academic administrator or another faculty member may file a grievance pursuant to Chapter 12 of the Faculty Handbook.

~~Consistent with the G1.05 Non Discrimination Policy Statement, the University prohibits all forms of sex discrimination, including sexual harassment and sexual assault.~~

~~Sexual Harassment is a form of sex discrimination that is prohibited by both Title VII of the Civil Rights Act of 1964 (“Title VII) and Title IX of the Education Amendments of 1972 (“Title IX). Although sexual harassment is defined in slightly different ways under Title VII and Title IX, it generally refers to unwelcome conduct of a sexual nature toward another person or an identifiable group of people. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute sexual harassment when: 1) submission is a term or condition of an individual’s employment or academic opportunities; 2) submission to or rejection of such conduct by an individual is used as the basis of employment or academic decisions affecting such individual; or 3) such conduct is so pervasive or severe that it creates an abusive, intimidating, hostile, or offensive environment. Sexual harassment may occur where such circumstances occur between supervisor and subordinate, employees, students and employees, and non University persons and employees. It may occur between members of the opposite sex or the same sex.~~

~~Sexual harassment in any situation is reprehensible; however, it is particularly damaging when it exploits the educational dependence and trust between students and faculty. When the authority and power inherent in faculty relationships with students, whether overtly, implicitly, or through misinterpretation, is abused in this way, there is potentially great damage to individual students, to persons subject to complaint, and to the educational climate of the institution.~~

~~The university has established a Title IX Office that is responsible for processing all complaints of discrimination or harassment on the basis of sex, including complaints arising from Title IX, as well as complaints arising under Title VII. Allegations of sexual harassment against faculty members that meet the definition and jurisdictional requirements of Title IX and its implementing regulations are required by federal law to be addressed as set forth in Op 1.02-11 Title IX Sexual Harassment Grievance Procedure Policy, rather than through the disciplinary procedure outlined in Chapter 13 of this Handbook.~~

~~All other allegations of discrimination or harassment (including sexual harassment as defined by Title VII) will be addressed in a manner consistent with Op1.02-2 Discrimination Complaint and Investigation Procedures. Results of investigations conducted and/or evaluated pursuant to Op1.02-2 Discrimination Complaint and Investigation Procedures, may be reported to the Provost and other appropriate administrators, who may take such actions as are consonant with the disciplinary procedures prescribed in Chapter 13.~~

~~Consistent with G1.31 Reporting Allegations of Discrimination on the Basis of a Protected Class, all employees — including faculty members — are required to report any concerns or allegations of sexual harassment involving members of the university community (i.e., faculty, staff, and/or students) or which they become aware. Such reports should be made as soon as possible, but in no event later than three (3) calendar days after learning of such concern or allegation. Reports must be made to the Title IX Office. Reporting a concern or allegation of discrimination or harassment to a supervisor, without also reporting to the Title IX Office, does not satisfy a faculty member’s reporting obligation. Faculty members who refuse or otherwise fail to report a sexual harassment allegation or concern are subject to disciplinary sanction, as set forth in Chapter 13 of this Handbook.~~

~~Additionally, any faculty member who believes that they havehe or she has been the subject of sexual harassment~~

~~should report the alleged act immediately to the University's Title IX Office. Confidentiality will be respected, and anonymity preserved in grievances to the greatest extent possible.~~

8.4. Faculty Absences

Each ~~department~~ Academic Unit has procedures for handling and recording faculty absences. Faculty members must consult with their ~~Department Heads~~ AULs regarding these procedures.

8.5. Consensual Sexual or Romantic Relationships Policy

The University's mission is promoted by professionalism, which is fostered by an atmosphere of mutual trust and respect. These are diminished when persons in positions of authority abuse their power, as in the case of consensual sexual or romantic relationships between faculty and students.

A consensual sexual or romantic relationship between a faculty member and a student is generally wrong when the faculty member has professional responsibility, such as grading or advising, mentoring, or directing student development, even if that student is not formally enrolled in one of the faculty member's courses. Such a situation increases the chance for abuse of power. The University will view it as unethical if faculty members engage in consensual sexual or romantic relationships with students enrolled in their classes or subject to their supervision. The behavior is, in most cases, unethical even when the relationship is consensual (i.e., both parties have consented), because the voluntary consent of the student is in doubt, given the power imbalance in the student-faculty relationship. Even if consent were to be shown, a clear conflict of interest would still exist which might create the appearance of discrimination or favoritism in grading or access to educational opportunities.

Relationships between a graduate student and an undergraduate student, when the graduate student has some supervisory responsibility for the undergraduate, are covered by this policy.

Relationships between a student and an administrator, coach, advisor, program director, counselor, or resident life and services staff member who has supervisory responsibility for that student also are covered.

A request for a specific exception to this policy may be made by an employee to the supervisor, who may approve or deny the request. The supervisor should maintain written documentation of the employee request and the decision to approve or deny the request. Faculty engaged in unethical conduct of the type described in this policy are subject to the normal disciplinary procedures of the University. Such unethical conduct may or may not constitute sexual harassment as prescribed by the [G1.31 Reporting Allegations of Discrimination on the Basis of a Protected Class](#), [Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy](#), and/or [Op1.02-2 Discrimination Complaint and Investigation Procedures](#).

8.6. Drug-Free Workplace

Employees are expected and required to report to work on time and in appropriate mental and physical condition for work. Each employee is responsible to help ensure a drug-free, healthful, safe and secure work environment. - The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on University premises or while conducting University business off its premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences. Faculty members must, as a condition of employment, abide by the terms of this policy and report to the University any conviction under a criminal drug statute for violations occurring on or off University premises while conducting University business. A report of conviction must be made within five (5) business days after the conviction.

8.7. Use of Tobacco

The University recognizes that tobacco smoke is a hazard to the health of the University community. Because of the harmful consequences of tobacco use, both active and passive, the University has adopted the following policies:

- The University designates all buildings as smoke-free. Therefore, smoking is prohibited in University buildings including offices and hallways, and in the outside areas surrounding fresh air intakes. This policy applies to all University buildings on and off campus.
- Smoking at outdoor events (specifically including those in the stadium) is restricted to designated areas.
- Smoking is prohibited in vehicles leased or owned by the University.
- The use of smokeless tobacco, including chewing tobacco and vaping, is prohibited in all locations on campus, where smoking is prohibited.
- Visitors to Missouri State University are included under this policy as temporary members of the University community.

To the extent possible, the University will provide access to cessation programs to help those who presently use tobacco products and desire to quit. Magers Health and Wellness Center offers smoking-tobacco cessation programs. The success of this policy depends on the thoughtfulness, consideration, and cooperation of tobacco- users and nonusers~~smokers and nonsmokers~~. The University community shares in the responsibility for adhering to and enforcing this policy.- The complete Tobacco Use Policy can be found on the Safety and Transportation website and Policy Library Op11.18.-

8.8. General Policies

8.8.1. Use of Copyrighted Materials

Faculty members should be aware of both laws and ethical responsibilities that govern the use of copyrighted materials. Legal responsibility for the use of such materials rests with the individual faculty member who, consequently, should remain informed about current copyright law.

To secure the benefits of ownership to creators of intellectual property, the United States and other nations severely restrict the right to make copies of another person's work.- Violation of copyright law carries substantial penalties that may extend to the University and to businesses such as copy shops.- However, copyright law compliance is often difficult because of the complexity of the rules governing infringement, "fair use", and permissions.

In general, copyrightable expression is original authorship, fixed in a tangible medium. Among the types of work protected by copyright are literary productions, musical notation and recorded music, pictures and graphics, motion pictures and video footage, databases, web pages, and computer programs.

Faculty members should assume that all material is copyrighted unless its source states clearly that it is not. Under Section 107 of the Copyright Act of 1976, the doctrine of "fair use" permits some reproduction of copyrighted works for educational purposes without the permission of the copyright owner.- This doctrine of "fair use" is subject to limitations. The law permits use of a portion of a work without the copyright owner's permission for purposes such as teaching, research, criticism, and comment. Four criteria must be considered when determining whether a faculty member is making "fair use" of a copyrighted work: (1) purpose; (2) the nature of the work; (3) the percentage of the work used; and (4) the effect of the use on the work's market value.

New technologies, especially those related to computers and computer networks, raise novel copyright issues. Under most circumstances, faculty members cannot transfer works from one medium to another without securing permission from the copyright holder. Because electronic information is volatile and easily reproduced, respect for the work and

personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations, may be grounds for sanctions against members of the faculty (refer to Section 3 .1.1).

Faculty members are required to secure permission for use that falls outside of the standards of "fair use" and educational use exemptions. Such permission must be in writing. Because computer software falls under copyright law, faculty members should be aware of specific licensing agreements that control particular programs. A program user should consult the license agreement to determine whether copying a particular program or data set is permissible.

Each faculty member is responsible for determining whether permission must be obtained before reproducing a copyrighted work. Duplication of computer software by University personnel is limited to that which is explicitly permitted by the software vendor.

Faculty members should not be deterred from using copyrighted work simply because they are uncertain about the law which applies to a particular use of such works. To prevent conflict between legal restrictions and effective teaching, Missouri State University provides a variety of information resources about copyright. Faculty members seeking general guidance for making decisions in this area may consult the documents *Reproduction of Copyrighted Works by Educators and Librarians*, (US Copyright Office website); *Report on Copyright and Digital Distance Education* (US Copyright Office website); or *Complete Copyright: An Everyday Guide for Librarians* (KF2995 .C57 2004), available in Meyer Library. Other sources for such information include:

- Librarians in Meyer Library can direct faculty members to resources that might answer particular questions. Specifically, the Access Services Librarian at Meyer Library should be able to provide information.
- Guidelines for copyright and fair use policies may be found on websites for the Faculty Center for Teaching and Learning and for Missouri State Online / Online Faculty Support Services.
- The textbook buyers in the Missouri State Bookstore can provide useful advice and direction about using copyrighted material and can assist in securing permissions for printed materials.

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgment, right to privacy, and right to determine the form, manner, and terms of publication and distribution.

8.8.2. Sale of Faculty or Departmental Materials

Instructional materials prepared by departments or faculty members for student use may be given to students but may not be sold, except through the University Bookstore or a commercial bookstore or print shop. No faculty member or department may profit financially from such sales though reasonable provisions for recovery of direct costs is allowed, and the faculty member or members involved must assume any liability resulting from copyright infringement associated with sales through commercial outlets. If members of the faculty prepare materials to be printed and sold in the University Bookstore, they must abide by the following principles:

- 1.-Because copyrighted materials must not be included in such materials in any form without proper authorization and acknowledgment, the faculty member must certify either that no copyrighted materials have been included in the materials to be printed, or that appropriate arrangements with owner(s) of the copyright(s) have been made, and that an appropriate statement of credit has been included in the text for each portion of copyrighted material used therein. Finally, a copy of each arrangement for use of copyrighted material must be attached to the request for printing of said materials.
- 2.-Because the Bookstore cannot recover the costs of printing such materials that remain unsold, the faculty member must provide certain information to the Bookstore in advance of the printing of such materials. The faculty member must specify the course for which the materials are to be printed, the number of students

1 anticipated, whether the materials are required or recommended, and how the printing costs for unsold copies
2 will be recovered by the Bookstore. The ~~Department Head~~AUL must approve the request for printing.

3
4 ~~2.~~

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6 Requests for the printing of faculty-prepared materials to be sold by the Missouri State University Bookstore must be
7 made on a form available in the Missouri State University Bookstore.
8

9. RESEARCH

Research is an essential component of the University. Missouri State University encourages and facilitates faculty in establishing and maintaining Research programs.

9.1. Research Faculty in University Centers

The University has established units within and separate from academic units that are focused on specific areas of research, education and service activities. Generally, the work of these centers is conducted by faculty whose primary appointments are in academic units, as well as by dedicated professional and technical staff and students. There are centers, however, which may have faculty whose primary appointment is in the center and are designated as research faculty.

9.2. The Jordan Valley Innovation Center

The Jordan Valley Innovation Center (JVIC), along with efactory, has a statewide designation through Springfield Innovation, Inc. as a Missouri innovation center in addition to being part of Missouri State University. JVIC houses two research centers: the Center for Applied Science and Engineering (CASE) ~~and the Center for Biomedical and Life Sciences (CBLS).~~ These Centers JVIC reports to the Vice President for Research and Economic Development and International Programs Community and Global Partnerships through the Associate Vice President for Economic Development and JVIC Director. JVIC, ~~through CASE and CBLS,~~ provides product related research and development services in support of corporate affiliate projects. These business-oriented projects can provide new or enhanced research opportunities for faculty and supplement student educational backgrounds. The use of this technical expertise and infrastructure on corporate collaborative projects increases the competitiveness of Missouri-based corporations and affiliates in the world marketplace.

Faculty members participate on JVIC sponsored research projects through a JVICCASE or CBLS Associate Faculty appointment. The appointments must be approved by the ~~appropriate Center~~ Associate Vice President for Economic Development and JVIC Directors and the appropriate Department Head and Dean. Faculty members may also have access to the JVIC research facilities for their own purposes by writing a proposal ~~to the appropriate Center director~~ and receiving approval for the proposed work from ~~the appropriate Center Director and~~ the Associate Vice President for Economic Development and JVIC Director. A third way to access the JVIC research support facilities would be through a grant approved by the ~~appropriate Center~~ JVIC Director that reimburses JVIC for equipment and facilities costs.

9.3. Extramural Support for Research and Other Sponsored Programs

Fulfillment of the University's mission requires the acquisition of financial support for research, education and service projects that cannot be fully supported with internal funds. While faculty and staff may be named as Principal Investigators (PI) or Project Directors (PD), the University is the actual recipient of the grant or contract and is legally responsible for assuring that a project is conducted in accordance with governmental regulations and sponsor's guidelines.

Faculty are to coordinate through the Office of Research Administration (ORA) all requests for external financial assistance for University Research, as well as educational and service activities. This requirement includes proposals to be submitted in hard copy or electronic format. Fellowship applications which involve funding that will be administered through the University also require coordination with ORA prior to submission.

Prior to submission, the Principal Investigator (PI) or Project Director (PD) is to obtain approval from all personnel named in the proposal, as well as their ~~Department Heads~~ AULs, Deans or others whose resources are to be committed

to the project. Where applicable, prior approval may be required from institutional committees responsible for assuring that projects are designed and conducted in accordance with federal government regulations. All proposals submitted for external financial assistance must be signed by an authorized representative of the University prior to submission.

Once a grant or contract is awarded, the PI/PD is primarily responsible for assuring that the administrative, financial and technical matters associated with a project are managed in accordance with the terms of the grant, as well as relevant governmental regulations, and University policies. The PI/PD is to work with ~~the ORA the Office of Grants and Contracts~~ to assure proper management of financial matters, and with ~~the the Office of Sponsored Research and Programs-ORA~~ on post-award administration including issuing of sub-awards, as well as seeking approval to changes in key aspects of grants/contracts.

The ORA (1) disseminates information about current funding opportunities for federal agencies, foundations, and other sources of support; (2) assists faculty in developing proposals and budgets; (3) assures that proposals are in compliance with government regulations and University policies, and are processed through the institutional review system prior to submission; and (4) assists faculty in implementing grants and contracts. The ORA also offers training programs to prepare faculty to be competitive in pursuing external financial support.

Faculty must comply with federal and other governmental regulations and University policies whenever externally or internally supported projects involve human subjects, vertebrate animals, bio-hazardous substances (including the use of recombinant DNA methods), and export-controlled information and materials. Compliance includes completion of required training programs, obtaining pre-approval from institutional committees, and performance of the research, educational or service projects in accordance with an approved protocol. On occasion, this approval may be required prior to proposal submission. The ORA assists these committees in implementing the relevant University policies. Information about the application and approval process for each of these areas can be found on the [Office of Research Administration](#) website.

9.4. Regulatory Guidelines for Research

Protection of a research environment for free and unfettered pursuit of knowledge is an important University responsibility. Restrictions on this freedom must be limited to those factors which are clearly essential to the protection of research subjects and the public at large.

There exist federal and state laws, regulations and guidelines in several areas which are designed for this purpose. In addition, the University community itself acts through its advisory committees and academic governance bodies to ~~insure~~ensure that individual research and scholarly projects incorporate appropriate safeguards.

The University has policies and procedures that assure Research, as well as education and service projects where applicable, are conducted in compliance with governmental regulations with regards to animal care and use, bio-hazardous substances, export-controlled materials and information, and human participants. Applicable policies and procedures can be found on the Office of Research Administration (ORA) web site <http://ora.missouristate.edu> under University Policies. Faculty members are to understand that the policies related to animal care and use, biosafety, and export control also apply to educational projects, degree or course requirements, and service projects.

Faculty members planning to use live vertebrate animals, bio-hazardous substances, and human subjects in research projects regardless of the source of support must submit an application to the appropriate University compliance committee for review and approval prior to the start of the project, regardless of the source of funding. In some cases, external funding agencies require that certification of approval by these committees must accompany a proposal. Externally or internally supported projects will not be approved for expenditure of funds, unless the protocol has been approved by the applicable committee(s).

All personnel must be certified as having completed training on the federal regulations and University policy and

procedures, as well as in topics related to the specific project and work environment before they can participate in these projects. Online training is generally available in all of these compliance areas through the ORA web site, but project and work environment specific training is to be provided by the PI/PD.

The University also has established a mechanism for persons to report actual or suspected violations of governmental regulations and University policies and procedures related to the aforementioned compliance areas. The University views these "whistleblower" actions as an essential component of its role in monitoring activities to assure compliance with governmental regulations and the ethical standards to which all University personnel should strive.

9.4.1. Animal Care and Use

The use of animals in research, teaching, and outreach activities is subject to federal and state laws and regulations. The University has policies and procedures that assure activities will be conducted in an ethical manner in compliance with these governmental regulations. The Institutional Animal Care and Use Committee (IACUC) is responsible for implementing the applicable policy and procedures. Principal Investigators' (PIs) responsibilities include:

- understanding and adhering with applicable governmental regulations and University policy and procedures related to the use of animals;
- assuring the humane treatment of animals under their supervision; and aAssuring that all personnel involved in a project understand and comply with applicable governmental regulations and University policies;
- assuring that all personnel potentially exposed to animals and their tissues, fluids, and waste have completed required training and are enrolled in the University's Occupational Health and Safety Program before accessing the work environment.

Persons covered by this policy include faculty, staff and students working with live vertebrate animals, as well as visiting researchers, educators, and other bona fide volunteers involved in these activities. Students whose exposure to vertebrate animals is restricted to participation in academic courses and other educational activities are exempt from the policy. These students are to receive training in the care and use of animals from the activity supervisor.

9.4.2. Bio-Hazardous Substances

The University has policies and procedures to assure that activities related to the use of bio- hazardous substances are conducted in a manner that complies with federal and other governmental regulations. Bio-hazardous substances include chemicals, infectious agents, pharmaceuticals, recombinant DNA, genetically engineered organisms, and radioactive materials. In addition, there are specific regulations that address agents and toxins defined by federal regulations as being targets of potential terrorist activities. All individuals who work with hazardous substances must accept shared responsibility for operating in a safe manner once they have been informed (a) about the extent of risk and (b) about safe procedures that should be followed.

The Institutional Biosafety Committee (IBC) is responsible for implementing the applicable policy and procedures. Principal Investigators' responsibilities include:

- understanding and complying with governmental regulations, University policies and procedures that apply to the acquisition, labeling, use, storage, transport, spill response, and disposal of hazardous materials; Assuring that other personnel accessing the work environment understand and comply with these regulations, policies and procedures, and general safety requirements applicable to a specific project and laboratory;
- posting warnings and restricting entry to work areas containing potentially hazardous materials;
- assuring that laboratory personnel have completed required training.

Assistance in ascertaining obligations under these laws and regulations may be obtained from the Director of Environmental Management in the Division of Administrative Services.

9.4.3. Export Control

U.S. export control laws apply to the University and its employees and students.- The Office of Research Administration is responsible for implementing policies and procedures that assure that University activities are conducted in accordance with export control laws.- In most cases, University-based projects are not subject to the export control regulations because the work is considered as fundamental research, i.e., the work and its results will be made freely accessible through presentations at professional conferences or published in professional journals.

The following actions by a University employee fall within the export control laws:

- disseminating information about a project where such dissemination is controlled by a sponsoring agency or uses a partner organization's confidential information;
- sending or transporting materials, hardware, software (or related information) listed on the Department of Commerce's Control List or Department of State's U.S. Munitions List outside of the U.S.;
- conveying materials, hardware, software (or related information) listed on the Department of Commerce's Control List or Department of State's U.S. Munitions List to foreign nationals in this country;
- providing "defense services" such as technical assistance or training to foreign persons in the design or use of defense articles.

Faculty also should be sensitive to export control requirements when hosting visiting scientists from other nations. Before embarking on a project that may fall within the export control laws, faculty must review and comply with all Federal Export Control Regulations and the University policy (see the [Policy Library](#)).- A faculty member who has any uncertainties about the restrictions should contact the Office of Research Administration for guidance.

9.4.4. Human Participants Protection

Research involving human participants may have physical, psychological and/or social risks, and so the University has a responsibility to safeguard participants' welfare. All research involving human participants in any way, regardless of the source of support funds, must be reviewed and approved by the Protection of Human Participants Institutional Review Board (IRB) before it is undertaken. Research undertaken by students with faculty supervision is included in this policy.

The University is committed to the ethical standards for the use of human participants in research as described in the National Commission for the Protection of Human Participants of Biomedical and Behavioral Research, The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Participants of Research (which discusses expectations for respect for persons, beneficence, and justice) and as required under federal regulations. The Institutional Review Board for the Protection of Human Participants (IRB) is responsible for implementing the University policy and procedures. In accordance with federal regulations, research with human subjects is defined as systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge. Principal Investigators' responsibilities include:

- understanding and complying with federal regulations and University policies and procedures regarding the ethical treatment of human participants;
- assuring that other personnel involved in a project understand and comply with these regulations and policies; and assuring that all individuals involved in the design of a research project, as well as the collection and analysis of data have completed training on human participant protection.

This training may include federal regulations and University policies and procedures related to the Health Insurance Portability and Accountability Act (HIPAA) when the research involves individually identifiable health information.

9.5. Whistleblower Protection Policy

The University expects faculty, staff and students to conduct activities related to the aforementioned compliance areas in a manner that is consistent with applicable governmental regulations and University policies. The University provides various mechanisms to assist and encourage persons to come forward in good faith with reports or concerns about suspected compliance issues. Diligent efforts will be made to protect the complainant from retaliation for the person's activities in cooperation with, or initiation of, an inquiry or investigation, provided the complaint is not undertaken in bad faith. Procedures for reporting concerns can be found on the ORA web site under Compliance Information/ Policies and also in the [Policy Library](#). [The University also provides an Ethics Hotline](#) that allows anonymous telephone or on-line reporting of ethics violations. The Ethics Hotline site is maintained by an independent third party.

9.6. Copyright/Patent Policy

In the course of conducting Research, faculty may invent or develop products that warrant patent or copyright protection because of their commercial potential. The ownership of intellectual property created by faculty members is determined by the [University's Intellectual Property Policy](#). Faculty members should consult this policy to determine particular circumstances that may apply to ownership of intellectual property which they have created. The Intellectual Property Policy is included in the Faculty Handbook as Appendix A. The policy will not be changed by the University except through the procedures specified for the amendment of the Faculty Handbook, Section 15.2.

10. OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST

10.1. Outside Activities

10.1.1. Introduction

This policy on outside activities applies to all faculty members, including all academic administrators who hold faculty rank. The professional capabilities of University faculty members allow them to make significant contributions to the larger society of which Missouri State University is a part. The University encourages faculty members to participate in activities beyond the campus community. Such involvement may not only benefit society, but may also enhance the prestige and visible contribution of the University. However, employees may not compete with the University or convert business opportunities of the University to their personal gain or advantage or to the gain or advantage of another.

When hiring a person to a full-time position, the University presumes that it has engaged the individual for teaching, and for professional and other University-related activities. Outside activities must therefore be clearly subordinate to and must not interfere with the individual's Teaching, Research, and Service obligations to the University.

A faculty member must reimburse the University for the full value of any material University resource used in any outside activity.

An ~~Academic Unit Leader~~ ~~Department Head~~ or other administrator may request that a faculty member participate in a specific outside activity not normally associated with the position of the faculty member. However, no faculty member shall be coerced (overtly or covertly) into using the faculty member's professional competence beyond the normal responsibilities as a teacher or scholar. No faculty member shall be penalized in any way for refusal to participate in a specific outside activity. - However, some positions may specify as a condition of their employment the maintenance of certain professional credentials, which may require outside activities, e.g. clinical practice, to meet those credential requirements.

10.1.2. Remunerated Outside Activities

-University policy permits faculty members to engage in remunerated outside activities that are related to their professional interests and development, provided those activities:

- do not interfere with regular University duties and do not involve, on average, more than one work day per week during periods when the University is employing the individual on a full-time basis;
- do not utilize University materials, facilities or resources except as specifically authorized by the appropriate ~~Department Head~~ ~~Academic Unit Leader~~ AUL and Dean;
- do not compete with the work of the University, and are not otherwise contrary to the best interest of the University;
- do not violate federal or state law;
- do not represent a conflict of interest (Section 10.2) or violate other policies of the University;
- do not convert confidential information or trade secrets of the University to their personal gain or advantage or to the gain or advantage of others; and
- do not entail a reduction in work load.

Consulting, in some instances, may also constitute a business interest requiring disclosure and approval when the entity for which the employee consults also transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University.

Because Missouri State University faculty members are hired primarily to teach, outside teaching by full-time faculty members at other institutions of higher education during periods when the University is employing the individual on a full-time basis is ~~not permissible discouraged~~ but may be ~~permitted-allowed~~ in exceptional circumstances with the knowledge of and written consent of the ~~Department Head~~AUL, Dean, and Provost.

During periods when the University is not employing the individual on a full-time basis (for example, during the summer session and the intersession periods for a faculty member on a standard academic-year contract), a faculty member may engage in any lawful outside activity, including teaching for another institution, provided that activity:

- does not utilize University materials, facilities or resources except as specifically authorized by the appropriate ~~Department Head~~AUL and Dean; or
- does not represent a conflict of interest (Section 10.2) or violate other policies of the University; or
- does not convert confidential information or trade secrets of the University to the faculty member's personal gain or advantage or to the gain or advantage of others.

If a faculty member accepts supplemental compensation from Missouri State University for teaching or for performing another compensated University-related activity during a period when the University is not otherwise employing the individual on a full-time basis, remunerated outside activities combined with Missouri State University responsibilities must not exceed the equivalent of a full-time work load.

10.1.3. Procedures for Reporting Remunerated Outside Activities

Except during the time period, such as summer, ~~during which when~~ a full-time faculty member is not under contract to the University (unless the faculty member has agreed to accept supplemental compensation for summer teaching at Missouri State University or for another compensated University-related summer activity), a faculty member who engages in remunerated outside activities must report such activity and obtain approval from the ~~Department Head~~AUL prior to the commencement of the activity. ~~The Department Head~~AUL will determine ~~whether if~~ the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest (Section 10.2). The ~~Department Head~~AUL must identify the specific nature and extent of the faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the college Dean who will attempt to reach a resolution satisfactory to both the individual and the administration. If resolution is not possible at the college level, the Provost will make a determination.

Each faculty member shall complete an annual Report of Outside Activities and Conflict of Interest administered by the Office of Internal Audit and Risk Management. This report, indicating the nature of all remunerated outside activities performed during the contract period and the amount of time engaged in each of these activities will be collected and aggregated by the Office of Internal Audit and Risk Management and will be shared with the AUL for review. The AUL will meet with faculty members to review areas of concern related to remunerated outside activity, determine what if any action should be taken, and provide a summary report to the Director of Internal Audit and Risk Management. -The Director of Internal Audit and Risk Management will aggregate the AUL reviews for each academic college and distribute them to the Deans who will review and respond. The Director of Internal Audit and Risk Management will share the aggregated AUL and Dean responses with the Provost, who will review them prior to forwarding them to the President.

~~Each faculty member shall complete an annual report indicating the nature of all remunerated outside activities performed during the contract period and the amount of time engaged in each of these activities, and shall submit that report to the Department Head~~AUL. ~~Each Department Head~~AUL will prepare a summary report and submit that summary along with all individual faculty reports to the college Dean. Each Dean will forward the departmental ~~academic unit summary reports and all individual reports from faculty that indicate remunerated outside activities to the Office of the Provost. The Office of the Provost will prepare an annual report for the President.~~

10.1.4. Non-Remunerated Professional Activities

Faculty members are encouraged to contribute their professional expertise for the advancement of their academic discipline and/or for the benefit of society in general. Such non-remunerated professional activities may be considered favorably in tenure and promotion decisions.- Therefore, faculty members should report all such non-remunerated professional activities as part of the annual performance review, regardless of when they occur during the calendar year.

10.1.5. Other Non-Remunerated Outside Activities (Volunteerism)

Consistent with its mission in Public Affairs, Missouri State University encourages its employees to participate in voluntary activities that benefit our community and society at large. However, the choice whether or not to participate in any particular volunteer activity, or none at all, rests solely with the individual employee.

In an attempt to document its positive impact on the community, the University may request that faculty members report the extent of their involvement in volunteer activities. However, such reporting is entirely voluntary, and no faculty member shall be required to report any such activity, nor shall any faculty member suffer any negative repercussions for declining to report such activities.

Faculty members are expected to limit the total extent of their volunteer activities so that they do not interfere with regular University duties. However, such potential interference shall be monitored through job performance rather than through any type of requirement to disclose the nature or extent of volunteer activities.

10.2. Conflict of Interest

All members of the Board of Governors and University employees are expected to understand and abide by Missouri Statutory requirements for conflicts of interest and to avoid situations which may have the appearance of a conflict of interest. See G1.02 Conflict of Interest and Financial Disclosures.

~~A Conflict of Interest policy was adopted by the University's Board of Governors in December, 1991.~~ The purpose of this governing policy is to set forth the applicable provisions of law and assist a faculty member in avoiding improper outside influences in institutionally-related decisions and activities, or use the faculty member's position or the property of the University for personal, financial, or political gain. ~~(Bylaws of the Board of Governors Article XII)~~

A conflict of interest occurs when any faculty member engages in those economic activities that are prohibited in Chapter 10 or when a faculty member maintains an interest or relationship ~~which-that~~ prevents the faculty member from exercising independent judgment in the best interests of the University.

~~Each~~A faculty member shall complete an annual Report of Outside Activities and Conflict of Interest administered by the Office of Internal Audit and Risk Management. This report, indicating the nature of all remunerated outside activities (See 10.1 above) as well as areas of potential conflict will be collected and aggregated by the Office of Internal Audit and Risk Management and will be shared with the AUL for review.- The AUL will meet with faculty members to review areas of concern related to conflict of interest, determine what if any action should be taken, and provide a summary report to the Director of Internal Audit and Risk Management.- The Director of Internal Audit and Risk Management will aggregate the AUL reviews for each academic college and distribute them to the Deans who will review and respond. The Director of Internal Audit and Risk Management will share the aggregated AUL and Dean responses with the Provost, who will review them prior to forwarding them to the President. smust disclose to the Department HeadAUL all relevant facts related to activities which might involve a conflict of interest. Likewise, when seeking external support for a project, faculty must disclose actual or potential conflict of interest.

Between reporting periods, a faculty member must disclose to the Academic Unit Leader all relevant facts related to activities which might involve a conflict of interest.- Likewise, when seeking external support for a project, faculty must disclose actual or potential conflict of interest.

~~All academic administrators who are responsible for a budget must submit a report to the Missouri Ethics Commission identifying any conflicts of interest.~~

10.2.1. Economic Involvement

The following policy statements have been derived from Missouri Statutes and govern the conduct of all University employees:

- No employee shall keep for sale or be interested in, directly or indirectly, the sale of any furniture or apparatus, books, maps, charts, or stationery used by the University.
- No employee shall be interested in, directly or indirectly, any contract or purchase for building or repairing any structure, or for fencing or ornamenting the grounds, or furnishing any supplies or materials for the use of the University.
- No employee of the University, acting on the employee's own behalf or as a representative for an external agency, shall use University facilities to display or promote for sale to third parties any personal or represented material.

Faculty members are not permitted to receive royalties for the sale of their materials to Missouri State University students. In those cases where it is desired to utilize books, plays, compositions, and other works of faculty members, the faculty member will be required to renounce the royalty rights on all sales to Missouri State University students. The faculty member is responsible for making the appropriate arrangements with the Missouri State University Bookstore so that the faculty member is not in violation of the state statute.

10.3. Free Expression and Political Activities

A faculty member at Missouri State University possesses the same constitutional right to free expression as any private American citizen. However, a faculty member should not purport to be a spokesperson for the University unless designated as such by the Provost.

Missouri State University faculty members may engage in political activities/affiliations as long as those activities do not interfere with fulfillment of their professional responsibilities to the University. A faculty member may request a leave without pay for such activities as an election campaign or term of elective office. Application for such a leave must be received by the ~~Department Head~~AUL on or before April 1 preceding the beginning of the academic year in which the leave is to be taken. The ~~Department Head~~AUL's written recommendation must accompany the faculty member's application prior to a decision by the college Dean. The leave of absence may last no longer than one academic year.

-A leave of absence related to political activity will be subject in all other determinations to the regulations affecting any leave without pay. The conditions for each individual leave will be specified in writing by the college Dean, and a copy of those conditions will be given to the faculty member. These conditions will not be used to adversely affect the tenure status of a tenured faculty member. However, the time encumbered by a leave without pay will not be counted toward the attainment of tenure.

11. ACADEMIC ADMINISTRATION POLICIES

11.1. Evaluation of Academic Administrators

All academic administrators shall be evaluated annually. This includes the Provost, the Deputy Provost, the Associate Provosts, Deans, Associate Deans, academic Department Heads, and School Directors. Each evaluation will be conducted by the individual's immediate supervisor and will be based upon the particular responsibilities of the administrative assignment. In all cases, the review of any administrator shall include input (which may include survey results) from faculty in the administrator's unit (e.g., College) and from others who are supervised by the administrator.

11.2. Recall of Academic Administrators

Many academic administrators hold faculty rank and, in most instances, tenure as a faculty member. It is understood that no academic administrator holds tenure as an administrator.

Any administrator has the prerogative of initiating the replacement or recall of any subordinate administrator.

Any administrator or faculty member may petition an appropriate superior administrator for the replacement or recall of any other superior administrator.

A ~~Department Head~~ Academic Unit Leader is in a unique administrative position in that the head is selected by and is responsible to both an departmental-academic unit faculty and other University administrators—College Dean, Provost, and President. Therefore, it is appropriate that the faculty should have access to a process for the recall of that headAUL.

Faculty members may petition their college Dean for the replacement or recall of their Department HeadAUL. The college Dean has the option of trying to resolve the problems stated in the petition by meeting with the Department HeadAUL, the petitioners, and other tenured faculty members from the department-academic unit who wish to be involved. If the problems cannot be resolved and if, in the judgment of the college Dean, the concerns expressed in the petition are serious enough to warrant investigation, the Dean will initiate an inquiry. The Department HeadAUL and all departmental-academic unit faculty shall be informed of the petition and of the inquiry. After completion of the inquiry, the college Dean shall inform the Department HeadAUL, the departmental-academic unit faculty, and the Provost of the Dean's findings and recommendations. The Provost, in turn, will present the Provost's own findings and recommendations to the President.

Final determination regarding the recall of any administrator rests with the President. A recalled administrator may be reassigned duties for the remainder of the administrator's appointment term.

11.3. Retreat Rights of Administrators

Any tenured faculty member who assumes an administrative position or a professional staff position has the right to return to the department-academic unit of the faculty member's academic discipline whether or not a position is open.

However, the services of that individual may be utilized outside the department-academic unit through other assignments. In such a case, that individual may be assigned other duties, such as teaching, research, service, and/or administrative responsibilities, depending upon the needs of the University and the expertise of the faculty member. However, the faculty member's tenured status shall not be affected despite such assignments.

An administrator who has the academic credentials for faculty rank but who has not been awarded tenure or who has not gone through the selection process for departmental-academic unit faculty does not have the right to assume a faculty position in an department-academic unit unless the individual is endorsed by the departmental-academic unit

1 faculty and by the appropriate academic administrators.- The salary of the administrator after return to a faculty
2 position will be determined by the individual's appointment and posted policies in the [Policy Library](#).

3 **11.4. Absences of Department Heads, School Directors, and Deans**

4 When it is necessary for a Department Head or School Director to be absent, the head or director should notify the
5 appropriate college Dean of the circumstances concerning the absence and the arrangements that have been made for
6 the operations of the ~~-department~~academic unit. Academic Deans are expected to notify the Provost when they find it
7 necessary to be absent. A leave--accounting form for Academic Administrators must be completed by the administrator
8 when requesting paid vacation and sick leave benefits. The form must contain the appropriate supervisory approval
9 and be submitted to the Office of the Provost.
10

11 **11.5. Administrative Leave**

12 All academic Department Heads and School Directors, all academic Deans, and the faculty members of the
13 Administrative Council are eligible to apply for administrative leaves. Applications must be made through the Office
14 of the Provost prior to November 1 of the year preceding the beginning of the period for which the leave is requested.

15 Administrative leave may be requested for any time in the year but ordinarily would be requested during the summer
16 months, from mid-May to mid-August.

17 Initial eligibility for requesting an administrative leave is established upon completion of not less than three full
18 calendar years of service with the University in an eligible administrative position, beginning with the effective date
19 of appointment to the eligible administrative position and extending to the opening day of the proposed leave period.

20 The initial leave consists of not more than 60 calendar days.

21 Eligible administrators may elect to request subsequent administrative leaves according to these options:
22

- 23 • For the third summer following the last leave taken, an administrative leave consisting of not more than 60
24 calendar days.
- 25 • For the fourth summer following the last leave taken, an administrative leave consisting of not more than 90
26 calendar days.
27

28 The administrative leave is not an automatic right; it must be applied for by the administrator. If the project the
29 administrator wishes to pursue is approved, then- the administrator would be granted the administrative leave in
30 accordance with the terms of the request. It is understood that the project must be something beneficial both to the
31 person and to the University. Primarily the project would be for research or study in one's own academic or
32 administrative field and may include travel if related to the research or study. Proposals to obtain an advanced degree
33 will not be approved. A board of review will study the proposed projects and advise the Provost. The Provost has sole
34 discretion in approving or disapproving all applications for administrative leave.

35 The Provost's decision to approve or disapprove the application will be guided by the recommendation of the board
36 of review and by the Provost's assessment of the ability of the University to maintain its level of efficiency in the
37 operation of functions for which the administrator is responsible.

38 When a change in salary status occurs for the administrator during the period of approved leave, the administrator will
39 receive the benefit of leave pay commencing at the new rate on the day of the increase the same as if the leave had not
40 been granted. Changes in salary will not be affected by administrative leave.

41 A requirement of the administrative leave is that the applicant commits to returning to employment with the University

for a period of not less than one calendar year from the last day of the leave period. Within 30 calendar days after the administrative leave, the administrator will submit to the Provost a report of the activities conducted while on leave.

11.6. Special Leave for Administrators

An administrator who is a member of the ranked faculty and who in the opinion of the Provost- deserves a special leave for a specific purpose not contained in this Section or other portions of the Faculty Handbook may be granted a special leave with or without pay. Final approval must be granted by the President and the Board of Governors.

The administrator is obligated to return to employment with the University for a period of not less than one calendar year from the last day of a paid leave. Within 30 calendar days after the leave, the administrator will submit to the Provost a report of activities conducted while on leave.

12.-FACULTY GRIEVANCES:- ACADEMIC PERSONNEL GRIEVANCE PROCESS (APGP)

12.1. Overview

This section describes the Academic Personnel Grievance Process (APGP), the formal process for reviewing allegations by faculty members against administrators for a variety of offenses.- Appeals of annual reviews and of reappointment, tenure, and promotion recommendations or decisions that are based on judgment of merit are described in Section 4.6.- Processes to review grievances by administrators against faculty are described in Section 13.- In all cases, efforts to reach a resolution should be made through informal negotiations, and the formal proceedings described here should only commence once those efforts have been exhausted.

12.2. Grievance

12.2.1. Basis for Grievance

Where it is alleged that there has been a failure to follow procedures set forth in the Faculty Handbook, that Constitutional rights, statutory rights, or academic freedom have been abridged, or that a sustained pattern of unfair treatment or a significant arbitrary and capricious action has occurred, a faculty member has a right to file a grievance with the Academic Personnel Review Commission (APRC). A grievance based on (1) discrimination or harassment based on protected status, or (2) annual performance evaluation rating disputes, or (3) tenure and/or promotion recommendations or decisions should follow its own internal review process.

12.2.2. Informal Resolution

Prior to invoking the Academic Personnel Grievance Process (APGP), the faculty member should demonstrate a reasonable attempt to resolve the dispute.- The use of mediators (impartial third parties) or alternative dispute resolution should be considered. To support this effort, faculty should consider consulting with The Center for Dispute Resolution, which can provide mediators or alternative dispute resolution options. The individual alleging a grievance must inform the Academic Personnel Review Commission (APRC, Section 12.3) about the grievance and attempts at informal resolution.- The APRC is responsible for maintaining a record of allegations and responses, and may participate in the resolution attempts.- The APRC must also inform the Provost or designee that such resolution attempts are starting, and the Associate Provost may participate in informal resolution attempts at the request of the faculty member, APRC, or grievance respondent.

12.2.3. Retaliation Prohibited

In no way shall an employee's status with the university be adversely affected because the employee utilizes these procedures.

12.3. Academic Personnel Review Commission (APRC)

The Academic Personnel Review Commission (APRC) serves as a neutral body in facilitating the resolution of University-related grievances filed by (this chapter) or against (following chapter) a faculty member.- Specific duties of the APRC include responsibilities to (the APRC duties shown marked with asterisks (*) also apply to the Professional Practices Review Process (Chapter 13):

- *facilitate the informal resolution of University-related grievances;

- *maintain records of allegations and responses;
- determine if a faculty member has made a prima facie case (that is, a case with potentially sufficient evidence) that may proceed to a University Hearing Panel (UHP) utilizing APGP;
- *empanel a UHP, and, when necessary to ensure fairness and due process, dismiss a member or reconstitute a UHP;
- *grant time extensions at the request of the faculty member or administration when there is reasonable cause (e.g., individuals not available due to travel or illness, difficulties in assembling needed documentation in the allotted time).

~~The APRC duties shown marked with asterisks (*) also apply to the Professional Practices Review Process (Chapter 13).~~ Decisions made by the APRC must be supported by a majority of the commissioners. The APRC must inform the Provost or designee of its activities, but is not required to include the Provost or designee in its discussions.

12.3.1. APRC Composition

The APRC shall be composed of three commissioners (two faculty members and one administrator). Commissioners serve 3-year staggered terms. One commissioner shall be appointed by the Provost and shall be a tenured, ranked faculty member currently serving as an academic administrator. One commissioner shall be selected by the Faculty Senate Judicial Review Committee and shall be a tenured, ranked faculty member. The third commissioner shall be a tenured ~~or clinical, ranked~~ faculty member appointed by joint agreement of the Provost and the Faculty Senate Judicial Review Committee. The three APRC members shall elect their own chairperson. Commissioners may be reappointed. They shall be afforded such relief from their other responsibilities as will enable them to discharge their duties as specified in the Faculty Handbook.

12.3.2. Recusal of Commissioner

A commissioner shall recuse themselves if the commissioners had a decision-making role in the actions complained of or if the commissioners are parties against whom a grievance is brought or in other situations that could involve bias. A faculty member or administrator may request that a commissioner be recused from a specific case by petitioning the body that appointed the commissioner (i.e., the Provost or Faculty Senate Judicial Review Committee). The request should contain a compelling rationale for the recusal. A commissioner may recuse for reasons of illness or other good causes. If an APRC commissioner is recused on a single case, a commissioner pro tempore may be appointed to serve on this case; a faculty member commissioner shall be replaced with a faculty member chosen by the Faculty Senate Judicial Review Committee and an administrator shall be replaced with an administrator selected by the Provost.

12.3.3. APRC Annual Report to Faculty Senate

The APRC shall make an annual report to Faculty Senate during the first fall meeting, specifying the total number of cases filed in the previous 12 months, the types of cases (e.g., termination of employment, denial of academic freedom of speech, etc.), whether or not there was a prima facie case and whether the grievance was resolved.

12.3.4. Confidentiality

All commissioners shall maintain confidentiality throughout the APGP process. Commissioners may state whether there was a prima facie case and whether or not the grievance has been resolved and in whose favor, but should not discuss the details of the case with individuals who are not directly involved in the grievance or its resolution.

12.3.5. Determination of Prima Facie Case

If informal resolution is not reached, a faculty member may submit a written grievance to the Faculty Senate Office.

1 Formal submission must occur on a University business day, i.e., not on a holiday or weekend day.- Upon receipt of
2 the written grievance in the Faculty Senate Office, the APRC is notified of such grievance. The task of the APRC is
3 to first decide whether the grievance establishes a prima facie case. In making this determination, the APRC may
4 interview the faculty member and other parties. Every effort should be made to determine whether a prima facie case
5 exists within ten business days of such filing. If the APRC decides that there is no prima facie case and therefore there
6 is an insufficient basis for the grievance, the APRC shall provide written notification to the faculty member. The
7 faculty member may appeal to the Provost or designee, who will review the case. If the Provost or designee upholds
8 the determination of no prima facie case, the grievance process is exhausted and the case is resolved.
9

10 **12.3.6. Notification to Parties Involved**

11 If the APRC or the Provost or designee decides that the grievance establishes a prima facie case, the APRC shall
12 provide written notification to the faculty member, the parties against whom the grievance was filed, and the Office
13 of the Provost. All shall be provided with a written copy of the original grievance. The named parties against whom
14 the grievance is brought shall file written responses with supporting documentation at the Faculty Senate Office within
15 ten business days.- Failure to respond within the time limit will be considered an admission of the facts in the grievance.
16

17 **12.3.7. Attempt to Resolve Case**

18 If the grievance is deemed to establish a prima facie case, the APRC shall meet one or more times with the faculty
19 member and parties charged, separately or together, at the discretion of the APRC chairperson. The APRC shall
20 attempt to resolve the dispute within 30 calendar days, but may extend the time at its discretion if expedient to
21 resolution. An internal or external mediator may be used if all parties agree as to the usefulness of that process. The
22 Center for Dispute Resolution can provide mediators or alternative dispute resolution options for this process. The
23 University shall pay the cost to employ a mediator. If the parties reach a resolution through mediation, the case is
24 resolved.
25

26 **12.3.8. APRC Recommendations**

27 If the parties fail to reach a resolution, the APRC shall produce a report divided into findings of fact and
28 recommendations with supporting reasons. This report is given to the faculty member and the party against whom the
29 grievance has been alleged and the Provost or designee. The faculty member and the party against whom the grievance
30 has been alleged must inform the APRC in writing within five business days whether the party against whom the
31 grievance has been alleged agrees to the recommendations. If both parties agree with the recommendations of the
32 APRC, the case is resolved.
33

34 **12.3.9. Right to Initiate Formal Review Process**

35 If the case is not resolved after the APRC report has been disseminated, the faculty member may initiate the formal
36 review process for APGP by filing written notification with the APRC in the Faculty Senate Office and sending a
37 copy to the Provost's Office. Absent exceptional circumstances, notification must be filed within ten business days of
38 the receipt of the APRC report or conclusion of mediation or the APRC report will stand.
39

40 **12.4. Initiation of Formal Review (APGP)**

41 Within 21 calendar days of receiving the faculty member's written notification, the APRC shall empanel a University
42 Hearing Panel to conduct a hearing.
43

12.4.1. Composition of University Hearing Committee and Panels

12.4.1.1. University Hearing Committee

Thirty ~~tenured, ranked~~ faculty members at the rank of associate professor, clinical associate professor, professor, clinical professor, or distinguished professor shall be elected by the Faculty Senate to serve three-year staggered terms as the University Hearing Committee (UHC). The Faculty Senate shall select one-third of the UHC membership annually in the regular February meeting of the Faculty Senate for service beginning in the next academic year. These faculty members shall be nominated by their College Council, which shall send three names annually to the Faculty Senate Office by February 1st. At least four of the thirty faculty members shall be from each college. The Faculty Senate shall elect members from each college by plurality voting and two rounds of counting votes. The first count will elect the members with a plurality of votes to reach the minimum requirement of four faculty members per college. The second count, if needed, will elect the remaining members with a plurality of votes from all colleges until the annual one-third requirement of new members is obtained. ~~(Replacements, where necessary, shall be appointed by the Faculty Senate Executive Committee (FSEC) or filled by the Faculty Senate at the next annual appointment period.)~~ Replacements appointed by Faculty Senate Executive Committee serve until the next annual election. A faculty member who is elected to the UHC may be re-elected to successive terms.

12.4.1.2. University Hearing Panel

From the 30-member UHC, a ~~five-member~~ five-member University Hearing Panel (UHP) shall be selected by the Faculty Senate Executive Committee and empaneled by the APRC as needed. The faculty member and the administrator may request to replace up to three of the selected panelists prior to the first meeting of the UHP.

An orientation of the University Hearing Committee shall be conducted by the APRC and General Counsel. UHP decisions must be supported by a majority of the panelists.

12.4.2. Documentary Evidence

All filings and all evidence collected by the APRC during its review shall be forwarded to the UHP for review. The administrator and faculty member may present any other written evidence to the UHP and supplement their filings. All such material shall also be presented to the other party(ies).

12.4.3. Prehearing Meetings

At the first UHP meeting, the UHP shall select a chairperson, review the written material, and review the procedures for conducting the hearing. The chairperson of the APRC shall attend this meeting. The UHP may also hold joint prehearing meetings with the parties in order to understand the basic underlying facts, simplify the issues, provide for the exchange of information, or to achieve other prehearing objectives to make the hearing fair, effective, and expeditious. The UHP may not interview witnesses at any prehearing meetings. Any additional written material submitted to or requested by the UHP will be shared with the parties.

12.4.4. Hearings

The formal hearing may involve one or more meetings at which witnesses may be examined. Each party shall provide the names of its witnesses to the other party and the UHP in advance of the hearing. The administration and the faculty member will each be allowed to present an opening statement without interruption and orally question the witnesses and parties. The UHP may also orally question the witnesses and parties. The administration and the faculty member may be represented by counsel, but counsel is not permitted to question the witnesses or parties. If the University is the only respondent, the President will designate a representative who will be allowed to present an opening statement and question the witnesses and parties. The Missouri Rules of Evidence need not be followed, but the UHP will base its finding on only reliable evidence. A verbatim record of the hearing will be taken and made available to the parties at the University's cost.

12.4.5. Burden of Proof

The faculty member must prove the case against the administration by a preponderance of the evidence.

12.4.6. Report

The UHP shall prepare a written report divided into findings of fact and recommendations with supporting reasons. The report shall be presented to the Provost, the faculty member, and the administrator against whom the grievance was filed within five business days of the conclusion of the hearing. A minority report may also be prepared.

12.4.7. Time Period

The time between the empaneling of the UHP and the preparation of the UHP report shall be no longer than 60 calendar days unless there are exceptional circumstances. Extensions must be approved by the APRC.

12.5. Post-Hearing Procedure

12.5.1. Provost Review

The Provost shall accept the UHP findings of fact but is not required to accept the UHP recommendations of remedies. If the Provost determines that different remedies other than those recommended by the UHP should be initiated, said remedies shall be set forth in writing and presented to the faculty member within ten business days of the date of the UHP report. If the Provost is a party to the dispute, the President will fulfill this function.

12.5.2. Appeal Rights

If the remedies recommended by the UHP are not implemented by the Provost, the faculty member may prepare a written appeal to the President within ten business days of receiving the decision of the Provost. The President will rule on the appeal within 30 calendar days of its receipt and notify the faculty member of the results in writing.

12.5.3. Right of Appeal to the Board of Governors

When the UHP, Provost and President do not agree on the implementation of remedies, the faculty member shall have the right to appeal to the Board of Governors. The appeal must be filed within ten business days of the receipt of written notification regarding implementation of remedies from the President.

12.5.4. Information Provided to the Board of Governors

The Board of Governors reviews the case, including all documentation, written findings, and recommendations. The following reports must be forwarded to the Board of Governors for review:

1. Comments and Recommendations of the APRC,
2. Findings of Fact and Recommendations of the UHP, and
- ~~3. Recommendations of the Provost and President (or designee)~~
- 3.

12.5.5. Board of Governors ~~is~~ Final Authority

The Board of Governors has discretion regarding hearings, presentations, and review. The decision of the Board of Governors shall be final.

12.6. Miscellaneous

12.6.1. APMC Authority

The APMC shall be available to advise the UHP on procedural issues, to ensure that the APMG process is followed, and to ensure that the parties receive due process. The UHP may receive legal advice from the Office of General Counsel.

12.6.2. Confidentiality

To the extent practical, the work of the APMG shall be confidential. All proceedings of the UHP shall be conducted in private, and the UHP report shall be available only to the parties.

13. FACULTY DISCIPLINARY PROCESS AND SANCTIONS: PROFESSIONAL PRACTICES REVIEW PROCESS -(PPRP)

13.1. Overview

This section describes the Professional Practices Review Process (PPRP), the formal process for reviewing allegations of a faculty member's misconduct or unprofessional behavior, and the range of sanctions, up to and including dismissal, that may be imposed.- Allegations of sexual harassment against a faculty member that meet both the definitional and jurisdictional of Title IX are not subject to the PPRP; rather, they are subject to the grievance procedure set forth in [Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy](#). Processes to review grievances by faculty against administrators are described in Chapter 12.- In all cases, efforts to reach a resolution should be made through informal negotiations, and the formal proceedings described here should only commence once those efforts have been exhausted.

13.2. Administrative Actions

13.2.1. Informal Resolution

Prior to invoking the Professional Practices Review-~~Proeedure~~ Process (PPRP), the administrator(s) should demonstrate reasonable attempt to resolve the complaint about the faculty member through informal negotiation. The use of mediators (impartial third parties) or alternative dispute resolution should be considered, and the University will pay for the cost of the mediator. The Academic Personnel Review Commission (APRC) must be informed of the attempts at informal resolution and may participate in the resolution attempts.- The APRC must also inform the Provost or designee that such resolution attempts are starting.

13.2.2. Major Sanctions

Major sanctions are adverse employment actions and include such penalties as dismissal, revocation of tenure, demotion of rank, involuntary reassignment to duties which substantially change the nature of the faculty member's responsibilities and suspension of employment without pay. Dismissal of a faculty member may only occur if the statutory reasons set forth in RSMo Section 174.150 are established (incompetence, neglect or refusal to perform duties, dishonesty, drunkenness, or immoral conduct – see also Section 14.5). Reassignment which occurs pursuant to Section 13.2.4 is not a University sanction.

With the exception of a sanction imposed on the basis of imminent threat (see Section 13.2.5), a major sanction on a faculty member may be imposed only after the formal review process set forth in the Professional Practices Review Process (PPRP) has occurred or after consent of the faculty member is obtained. The PPRP process must be used regardless of whether sanctions are being considered for a single faculty member or a group of faculty members. If multiple faculty members are involved, a separate PPRP must be used for each individual faculty member unless all parties agree that one PPRP be conducted.

13.2.3. Minor Sanctions

Minor sanctions are less serious actions and include such responses as formal warnings, letters of reprimand, and requests for formal written apologies. If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed minor sanction should not be imposed.

The imposition of minor sanctions may occur without use of the PPRP; however, a faculty member who believes that

a major sanction has been imposed under this section, or that a minor sanction has been unjustly imposed, may file a grievance with the APRC (see Chapter12).

13.2.4. Reassignments

13.2.4.1. Discretionary Reassignments within a Department/School

Department Heads and School Directors have the discretion to make assignment changes within their academic units, e.g., changes of program directors, program coordinators, or graduate directors.- Such reassignments do not represent sanctions and are not subject to PPRP or APRC processes.

13.2.4.2. Reassignment with Consent

A faculty member may be removed from teaching assignments or reassigned to other University duties by the Provost if the faculty member consents to the reassignment. Reassignment may be offered to a faculty member as an alternative remedy as part of the PPRP. A memorandum of understanding (MOU) regarding the reassignment shall be drafted by the Provost and faculty member. The faculty member will have up to five business days to sign the MOU.- Refusal to consent to a reassignment may not, in itself, be used as a condition or basis for sanctioning a faculty member.

13.2.4.3. Reassignment without Consent

A faculty member may be temporarily reassigned for up to one academic year by the Provost without the faculty member's consent in exceptional circumstances for the good of the University.- The existence of the exceptional circumstances must be verified by the AULDepartment Head, Dean, and Provost (all three must agree). A faculty member who believes they have-to-have been removed from the teaching assignments or reassigned improperly, and who is not involved in the PPRP, may file a grievance with the APRC.

13.2.5. Imminent Threat

If a faculty member poses an imminent threat, major sanctions can be imposed before the internal University informal and formal review processes have been initiated.

If there is probable cause to believe that the actions of a faculty member pose an imminent threat to the safety of a member of the University Community, or if the faculty member has threatened destruction of University property and there is probable cause to believe the threat will be carried out, the Provost or President has the authority to suspend the faculty member from teaching or other assignments and/or ban the faculty member from using University property or services.

If a major sanction is imposed based on an imminent threat, the faculty member may initiate the Academic Personnel Grievance Process.

13.3. Initiation of Formal PPRP

The PPRP is initiated by an AUL-Department Head, Dean, Provost, or President if the conduct of a faculty member is considered sufficiently grave to justify imposition of major sanctions and attempts at resolution by informal negotiations have been exhausted. After discussing the situation with the faculty member, the administrator institutes the PPRP by preparing a written complaint and providing it to the faculty member.- Only the President of the University may institute the PPRP if a dismissal is a recommended sanction. If the President has initiated the PPRP, the President may designate a representative to fulfill the role of the administrator in the hearings. Exercising academic freedom of speech or political speech/ affiliation shall not be grounds for dismissal or imposition of major sanctions.

Although the PPRP may be initiated only by administrators, faculty or staff may present allegations of unprofessional

conduct against another faculty member to the faculty member's Department Head who should investigate and proceed appropriately. If the Department Head is unable to resolve the complaint, the person alleging the impropriety may take the matter to the Dean of the faculty member's college or the Provost or designee. If none of the three administrators chooses to initiate the PPRP, the matter is considered resolved.

13.4. The Review Process

13.4.1. Informal Resolution

Continued attempts for resolution through informal negotiations can occur after a written complaint has been filed to initiate the PPRP. If the faculty member and administration come to an agreement resolving the issues, the PPRP shall be rescinded.

13.4.2. Formal Review

If a mutually agreeable resolution of the dispute has not been reached through informal review, the formal review process may be instituted by the Provost or President through written notification of the faculty member and the Academic Personnel Review Commission (APRC). Within 21 calendar days, the APRC shall empanel a five-member University Hearing Panel (UHP) as set forth in Section 12.4.1.2. The APRC shall be available to advise the UHP on procedural issues, to ensure that the PPRP process is followed, and to ensure that the faculty member receives due process before sanctions are imposed. The UHP may receive legal advice from the Office of General Counsel.

A faculty member may be removed from teaching assignments and reassigned to other University duties while the PPRP process is proceeding if the Department Head, Dean and Provost all agree. The faculty member shall continue to receive salary throughout the process, and it shall not be reduced because of the reassignment.

13.4.3. Documentary Evidence

The formal charges and all evidence utilized during the informal review shall be forwarded to the UHP for review. The administration and faculty member may present any other written evidence to the UHP, which shall also be presented to the other party.

13.4.4. Prehearing Meetings

At the first UHP meeting, the UHP shall select a chairperson, review the written material, and review the procedures for conducting the hearing. The chairperson of the APRC shall attend this meeting. The UHP may also hold joint prehearing meetings with the parties in order to understand the simple underlying facts, simplify the issues, effect stipulations of fact, provide for the exchange of information, or to achieve other prehearing objectives as will make the hearing fair, effective, and expeditious. The UHP may not interview witnesses at any prehearing meetings. Any additional written material submitted to or requested by the UHP will be shared with the parties.

13.4.5. Hearing

The formal hearing may involve one or more meetings at which witnesses may be questioned. Each party shall provide the names of its witnesses to the other party and the UHP in advance of the hearing. The administrator initiating the PPRP and the faculty member will each be allowed to present an opening statement without interruption and orally question the witnesses and parties. The UHP may also orally question the witnesses and parties. The administrator and the faculty member may be represented by counsel, but counsel shall not be permitted to question the witnesses or parties. The Missouri Rules of Evidence need not be followed, but the UHP will base its finding on only reliable evidence. A verbatim record of the hearing will be taken and made available to the parties at the University's cost.

13.4.6. Burden of Proof

The administration must prove its case against the faculty member by a preponderance of the evidence.

13.4.7. Confidentiality

To the extent practical, the informal and formal PPRP shall be confidential. All proceedings of the UHP shall be conducted in private, and the UHP report shall be available only to the parties to the grievance, those involved in the process, and those acting on any appeal.

13.4.8. Report

The UHP shall prepare a written report divided into findings of fact and recommendations with supporting reasons which shall be presented to the Provost and the faculty member within five business days of the conclusion of the hearing. A minority report also may be prepared.

13.4.9. Time Period

The time between the empaneling of the UHP and the preparation of the UHP report shall be no longer than 60 calendar days unless there are exceptional circumstances. Extensions must be approved by the APRC.

13.5. Post-Hearing Procedure

13.5.1. Provost Review

The Provost shall accept the UHP findings of fact, but is not required to accept the UHP recommendations or sanctions. If the Provost imposes different sanctions on a faculty member than recommended by the UHP, said sanctions shall be set forth in writing and presented to the faculty member within ten business days of the date of the UHP report. If the Provost is a party to the dispute, the President or designee will fulfill this function.

13.5.2. Appeal Rights

If major sanctions are imposed by the Provost on a faculty member, the faculty member may prepare a written appeal to the President within ten business days of receiving the decision of the Provost. The President will rule on the appeal within 30 calendar days of its receipt and notify the faculty member of the results in writing.

13.5.3. Right to Appeal to the Board of Governors

When the UHP, Provost, and President do not agree on the sanctions, the faculty member shall have the right to appeal to the Board of Governors. If the sanction is dismissal, the decision may always be appealed to the Board of Governors. The appeal must be filed within ten business days of the receipt of written notification regarding implementation of sanctions from the President.

13.5.4. Information Provided to the Board of Governors

The Board of Governors reviews the case, including all documentation, written findings, and recommendations. The following reports must be forwarded to the Board of Governors for review:

1. Comments and Recommendations of the APRC,
2. Findings of Fact and Recommendations of the UHP; and
- ~~3. Recommendations of the Provost and President (or designees).~~

3.

13.5.5. Board of Governors ~~is~~ Final Authority

The Board of Governors has discretion regarding hearings, presentations, and review. The decision of the Board of Governors shall be final.

14. SEPARATION FROM EMPLOYMENT

14.1. Resignation

Faculty members should only terminate their appointments effective at the end of an academic year and should give notice in writing at the earliest possible opportunity, but no later than May 15 or 30 calendar days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

14.2. Retirement

The University complies with the Age Discrimination and Employment Act.- Amendments to this federal law have removed mandatory retirement based on age.

Generally, there are two times during an academic year when faculty members can retire: (a) at the end of the spring semester, or (b) at the end of the fall semester. Academic administrators (i.e., deans, ~~department heads, academic program directors~~academic unit leaders, etc.), and select faculty members, are on 12-month appointments which generally end each June 30th. Such administrators and 12-month-faculty who decide to retire usually retire at the end of the 12-month appointment period, i.e., July 1st. However, there are other retirement date possibilities for academic administrators and they should contact the Office of Human Resources as soon as possible after deciding to retire so that relevant information about retirement dates can be explained and discussed.- Because academic administrators earn vacation and paid sick leave while serving in their 12-month positions, the procedures described for university employees (see MSU Employee's Handbook) governing payment of vacation and sick leave at retirement apply to academic administrators with some modifications.

Please see the Human Resources (HR) web site and/or contact a representative from Human Resources for detailed information on the retirement process.

Benefits for retired faculty are outlined in 6.3.5 and 6.3.6.

14.3. Teaching for Missouri State University after Retirement

From time to time, the University may offer individual retired faculty members the opportunity to teach one or more courses after retirement. For retired faculty members who have been granted emeritus status, the compensation for such teaching would be ~~no less than at the rate of~~ 2.5 percent per credit hour of the average salary for the retiree's rank during the retiree's last year of employment at the University, ~~and—for those earning above the rank average at time of retirement—no more than 2.5 percent per credit hour of their final nine-month faculty salary~~.- If a retired emeritus faculty member wishes to teach a course that does not meet minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than 2.5 percent per credit hour of the average salary for the retiree's rank during the retiree's last year of employment at the University. For retired faculty members who have not been granted emeritus status, compensation for teaching after retirement shall be at the regular per course rate.

A retired faculty member who teaches part-time for Missouri State University after retirement will continue to receive retirement benefits. The retiree must not work more than the equivalent of half-time employment. The teaching load would ordinarily be up to six hours per semester; special permission may be granted by the Provost for a retired faculty-member to teach more than six hours during a given semester, but no more than 12 hours during the academic year. The retiree should contact the Social Security Administration with any questions regarding earning limitations.

A retired faculty member or retired administrator with faculty status may be employed on a part-time, temporary,

hourly basis for no more than 1,000 hours in a 12 month period.

14.4. Notice of Non-Reappointment of Tenure-Track Faculty

Policies regarding notice of non-reappointment of ranked faculty during the probationary period may be found in Section 4.6.~~34~~.

14.5. Dismissal

The following Missouri statutes provide the basis for the University's policy for dismissing tenured faculty members or for dismissing untenured faculty members prior to the expiration of a term appointment:

174.140. - Each Board of Governors may appoint and remove the President or any Professor or teacher in any state college in its district; may fix the duration, terms and conditions of their offices and compensation; may enter into agreements for and make contributions to both voluntary and statutory retirement plans for the President, Professors and teachers; and under rules adopted by the board, may extend the provisions of the workmen's compensation law to all employees thereof. Dismissal must be in accord with all applicable laws, including RsMo 174.140.

(RSMo 1939 Sec. 10765, A.L. 1947 V.II. p 382, A. L. 1979 p.288)

Prior revisions: 1929, Sec. 9608; 1919, Sec. 11503; 1909, Sec. 11074 174.150.

1. No President, Professor or teacher shall be removed except for incompetency, neglect or refusal to perform duties, dishonesty, drunkenness or immoral conduct; nor shall such President, Professor or teacher be removed until after ten days' notice, in writing, stating the nature and cause of removal; and the person shall have an opportunity to make a defense before the board by counsel or otherwise; and be allowed to introduce testimony which shall be heard and determined by the board.

2. In every case of suspension or expulsion by the faculty the person suspended or expelled shall be allowed an appeal to the board from the decision of the faculty, and the board shall prescribe the manner and mode of proceeding in the matter of such appeal; but the decision of the board upon such appeal shall be final.

(RSMo 1939, Sec. 10766)

Prior revisions: 1929, Sec 9609; 1919, Sec 11504; 1909, Sec 11075

When, in the view of the President of the University, there are substantive grounds under the law for the dismissal of a faculty member previous to the expiration of a term appointment, the President or a delegate of the President will frame with reasonable particularity a statement of charges. This step will be taken only when less drastic courses of action do not produce, or promise to produce, a remedy. Those less drastic courses of action may include but not be limited to the following: (1) discussions between the faculty member and appropriate administrative officers, and (2) informal inquiry by the Academic Personnel Review Commission which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President.

14.5.1. Dismissal Procedures

The President of the University will initiate formal dismissal proceedings by addressing a written communication to the faculty member informing the faculty member of the statement of charges and that the faculty member will be dismissed as of a date specified in the written communication, but in no case less than 30 business days from the date of delivery of the communication. The faculty member will also be notified by the President that the faculty member may file a formal grievance within 15 business days from the date of the delivery of the communication. If a grievance is filed, it will follow the APGP process. If no grievance is filed, the dismissal will take effect as indicated in the

written communication specified above.

Pending final decision of termination under Section 14.5.1 the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the grievance process, the administration will consult with the Faculty Senate Executive Committee concerning the propriety, the length, and the other conditions of the suspension. Salary will continue during the period of the suspension. The faculty member may request review by the Board of Governors of the dismissal, as provided in Section 174.150, RSMo

14.5.2. Dismissal for Job Abandonment

The President of the University may initiate formal dismissal proceedings, under this section in situations where, without administrative approval, a faculty member has engaged in a pattern of behavior by failing to perform assigned University duties by being absent from University classes, department meetings or other required activities, to the extent that the faculty member may reasonably be deemed to have abandoned assigned job duties. Such proceedings will begin by informing the faculty member that the University considers the faculty member in abandonment of job duties, and that the faculty member will be dismissed as of a date specified in the written communication, but in no case less than ten calendar days from the date of delivery of the communication. The faculty member will also be notified by the President that the faculty member may file a formal grievance within 5 business days from the date of the delivery of the communication. If a grievance is filed, it will follow the APGP process, and the faculty member will continue to receive full salary and employee benefits during the conduct of the APGP process. If no grievance is filed, the dismissal will take effect as indicated in the written communication specified above. For purposes of clarity, termination under this section shall be limited to those situations where a faculty member has not been physically present to perform duties for the University, and this absence is unplanned, not excused, and disruptive to the University. Scheduled absences, or arranged hiatus from University duties will not rise to the level of dismissal under this section.

14.6. Check-Out Procedures for Faculty Members Leaving the Employ of the University

All faculty members leaving the employ of the University must complete a property clearance form which is available from the Office of Human Resources. A copy of this form is required by the Payroll Office before final paychecks are issued.

14.7. Reduction in Force due to Financial Exigency

14.7.1. Preliminary Considerations

Declaration of the existence of a financial exigency is the responsibility of the Board of Governors. This declaration will take place only if there is a financial crisis of such magnitude that all other reasonable measures have been taken and there is no alternative to the termination of University faculty who otherwise would have the expectation of continuing employment. The measures ~~which that~~ precede this declaration of exigency and the process leading to its declaration are detailed in The Missouri State University Financial Exigency Policy included in the Faculty Handbook as Appendix B. This policy will be changed only through the procedures specified for amendment of the Faculty Handbook in Chapter 15. Actions taken will be in accordance with the principles stated below, subject to the condition that special care will be taken so that the burden of financial exigency does not fall disproportionately on those for whom affirmative action was taken.

The preservation of viable academic programs for the University shall be the primary consideration.

The Faculty must not bear a disproportion of the budgetary cutbacks. Every reasonable effort must be made by the Administration to reassign faculty members to other mutually acceptable professional work for which they are qualified at the University, in order to prevent the termination of employment of faculty members.

14.7.2. Faculty Reductions

If the financial exigency requires a reduction in the personnel services budget for the Office of the Provost, faculty members' employment will be terminated according to the process detailed in The Missouri State University Financial Exigency Policy (Appendix B) following these priorities:

1. Termination of part-time, unranked personnel in all departments to the degree that their duties could be absorbed by full-time faculty members and still retain student enrollments.
2. Within academic departments, full-time faculty members will be terminated according to the following priorities:
 - a. Termination of unranked faculty members to the degree that their duties could be absorbed by ranked faculty members.
 - b. Termination of non-tenured ranked faculty members with six or fewer years of service to the University to the degree that their duties could be absorbed by tenured faculty members.
 - c. Termination of tenured faculty members with fewer than 12 years of service to the University to the degree that their duties could be absorbed by other- tenured faculty members.
 - d. Termination of tenured faculty members with 12 or more years of service to the University.

14.7.3. Program Reductions

If the crisis created by the financial exigency cannot be managed by distributed personnel reductions as detailed in The University Financial Exigency Policy (Appendix B), it may become necessary to eliminate one or more academic programs. Such program elimination shall be accomplished according to the process detailed in The Missouri State University Financial Exigency Policy.

14.7.4. Rights of Terminated Faculty Members

At the termination of a faculty member due to financial exigency, the University will provide the affected faculty member with a written notice of termination including a summary of the information and data used to make the termination decision and a description of the manner in which the decision was reached. This notice of termination must be provided according to the same requirements of timely notice of non-appointment of ranked faculty members during the probationary period, as prescribed in Chapters 3 and 4 of this Handbook, except in the case of an extraordinary financial exigency, which, as agreed to by the Faculty Senate and the President, would make it impossible for the University to give such notice. This notice of termination for tenured faculty must be provided at least 12 months before the effective termination date.

Faculty given notice of termination have the right to a full hearing before a faculty committee to assess the validity of the educational judgments and the criteria for identification for termination, and to determine whether the criteria are being properly applied in the individual case.- The faculty committee shall consist of five members, including the two faculty members of the Academic Personnel Review Commission (APRC), plus one additional tenured faculty member selected by the Faculty Senate Executive Committee, one additional academic administrator selected by the Provost, and one additional tenured faculty member (not currently serving as an academic administrator) chosen by agreement of the Faculty Senate Executive Committee and the Provost. A recording of the hearing will be made. The faculty member will be permitted to introduce documentation and testimony determined by the chair of the hearing committee to be relevant.- The administration would be permitted to similarly respond. Both the faculty member and the administration may be represented by legal counsel. Any request for hearing must be made within five (5) calendar days of receipt of the notice of termination. The faculty committee must report its decision, the number of votes cast

on each side (but not identifying the votes of the individual committee members), and a rationale for its decision within ten (10) calendar days of the hearing.

Either the faculty member or the administration may appeal the decision of the faculty committee to the Board of Governors. An appeal to the Board of Governors must be made in writing, and must be filed with the President within ten (10) calendar days following the decision of the faculty committee; otherwise, the opportunity for appeal will be lost. Upon receipt of the written appeal, which must state the basis for the appeal, the President will notify the President of the Board of Governors. At the next regular Board meeting, or as otherwise determined appropriate by the President of the Board, the Board will decide whether to hear the appeal. If the Board refuses to hear the appeal, the decision of the faculty committee is affirmed. If the Board agrees to hear the appeal, the hearing may be formal or informal, and the time and place of such hearing will be communicated within a reasonable time to all parties involved. The Board, or its designated committee shall have access to all facts and information it may feel are relevant and material to the issue. Parties to the appeal may be represented by legal counsel. The presiding officer selected by the Board of Governors will rule on all questions of evidence or procedure. Upon conclusion of such appeal, the Board, or its designated committee, will render a finding in writing that will be final.

During the 12 months prior to effective termination, the faculty member will be permitted to continue in professional duties at the University with full salary and benefits. Salary shall be paid monthly for the duration of the 12-month period or until the faculty member obtains full-time outside employment. If the faculty member obtains full-time outside employment at a pay rate and with benefits that are less than the University pay rate and benefits, then the University shall pay the difference for the remainder of the 12 month period. If the faculty member chooses to leave the University during this 12-month period for any reason other than to accept full-time outside employment, the University's salary and benefit commitment will cease. The faculty member and the University retain the option to negotiate individual alternative arrangements by mutual agreement between the parties.

The University will provide reasonable assistance to faculty members who are terminated as a result of financial exigency in their search for other employment.

Faculty members terminated because of a financial exigency will have the following rights of recall and seniority, in reverse order of termination. A replacement for a faculty member's position shall not be appointed within three academic years after the effective date of the termination of said faculty member. During this three-academic-year period, prior to the appointment of any new faculty member in a terminated faculty member's position, the University shall offer reappointment by registered mail to such terminated faculty member at a last known address. Said faculty member shall have 30 calendar days within which to accept or decline the offer in writing. Should said faculty member indicate in writing that the faculty member desires to accept reappointment at the University, then such reappointments shall be held open by the University for such a period of time as may be necessary for the faculty member to fulfill any commitment the faculty member may have made to the faculty member's then-current employer, provided that such commitment does not extend beyond the period of one academic year. A recalled faculty member shall be reinstated to those years of service credits that the faculty member had accrued at the time termination occurred.

14.8. Reduction in Force due to Elimination of Academic Programs for Reasons Other Than Financial Exigency

14.8.1. Definition

"Academic program" means any course of study, whether graduate or undergraduate, approved through the curricular process of the University and appearing in the curricular offerings of Missouri State University listed in the Program Inventory for Public Institutions published by the Coordinating Board for Higher Education of the State of Missouri. The Greenwood Laboratory School is also considered to be an "academic program".

14.8.2. Procedures for Eliminating Academic Programs

Except as provided in Section 14.7.3, an academic program will be considered for elimination only if the program is no longer viable for academic, enrollment, or accreditation reasons. Any proposal to eliminate an academic program will be forwarded to the Provost. If the Provost concludes that the proposal has merit, he/she will forward it to the Faculty Senate for its action. The Senate will receive recommendations from the academic department(s) involved, the college council(s) involved, and the Executive Budget Committee before taking action.

Reorganization of academic programs cannot result in the elimination of any academic program without utilization of the procedures required herein.

14.8.3. Rights of Faculty Members in Eliminated Programs

Non-tenured ranked faculty members with teaching assignments in the academic program to be eliminated will be given notice of non-appointment as prescribed elsewhere in this Faculty Handbook. Tenured faculty members with teaching duties in the program to be eliminated will be assigned other available responsibilities for which they are qualified within the ~~department~~academic program. In those cases where there is no alternative assignment available within the ~~department~~academic program, at least one of the following courses of action shall be offered in good faith by the University in consultation with the tenured faculty member and the affected ~~department~~academic program(s):

1. Early retirement
2. Transfer of teaching duties to a different ~~academic unit within the University~~department
3. Transfer of assigned duties to another professional position within the University, without loss of tenure
4. Retraining for a position inside or outside the University

If none of the courses of action listed above is mutually agreeable, the tenured faculty member will be released from service to the University. The University will provide the affected faculty member with a written statement including the information and data used to make the termination decision as well as a description of the manner in which the decision was reached. This statement of notice of termination must be provided at least one full calendar year prior to the effective date of the termination.

The terminated tenured faculty member shall be given severance pay consisting of:

- the continuation of the faculty member's regular monthly salary (including fringe benefits) for a period of 12 months
- an additional 30 calendar days' salary payment for each year of academic service to Missouri State University, to a maximum of 12 years of academic service.

As an alternative and at the University's option, the terminated tenured faculty member shall be given extended notice, during which the faculty member will continue in professional duties with full salary and benefits, equivalent to 12 months plus an additional 30 calendar days' notice for each year of academic service to Missouri State University to a maximum of 12 years' service. Salary shall be paid monthly until the severance pay benefits or extended notice ends or until the faculty member is recalled by the University, or until the faculty member obtains outside employment. If the faculty member obtains outside employment at a pay rate and with benefits that are less than the University pay rate and benefits, then the University shall pay the difference for the period of eligibility for severance pay.

When tenured faculty of eliminated academic programs and the Administration have mutually agreed to retraining, the retraining will consist of the following components: (1) the retraining period of the affected tenured faculty member may be for as long as one academic year's duration whether the retraining is for a position with the University or for a position outside the University; (2) retraining may consist of course work or practical work completed on the Missouri State University campus or course work or practical work completed on another campus; (3) during the faculty retraining period, the tenured faculty member shall receive salary and fringe benefits at the same level the

1 faculty member would receive on sabbatical leave; and (4) the University will, for a faculty member undergoing
2 retraining on the Missouri State University campus, waive course fees to a total of 30 hours of credit. For a faculty
3 member undergoing retraining on another campus, the University will pay the tuition or fees to a total of the cost of
4 30 hours of credit on the Missouri State University campus.

5 Faculty members who accept a retraining program for a position outside of the University are not eligible for additional
6 severance benefits.

7 Faculty members terminated because of academic program elimination will have the following rights of recall and
8 seniority. If the academic program or similar academic program is reinstated, a replacement shall not be appointed
9 within 36 calendar months from the effective date of the termination of said faculty member. During this period, prior
10 to the appointment of any new faculty member, the University shall offer reappointment by registered mail to all
11 qualified terminated faculty members in inverse order of their termination at their last known addresses. Said faculty
12 member(s) shall have 30 calendar days within which to accept or decline the offer in writing. Should a faculty member
13 to whom an offer of recall is made indicate in writing that the faculty member desires to accept reappointment at the
14 University, such appointment shall be held open by the University for such period of time as may be necessary for the
15 faculty member to fulfill any commitment such member may have made to a then-current employer, provided that
16 such commitment does not extend beyond a period of 365 calendar days from the date of offer.

17 A recalled faculty member shall be reinstated to all years of academic service to Missouri State University accrued at
18 the time of termination.

15. AMENDMENTS

15.1. Amendments to Chapter 1 of the Faculty Handbook

All parts of Chapter 1 of this Handbook, with the following exceptions, may be amended by the Board of Governors upon the recommendation of the President of the University. The exceptions are as follows:

15.1.1. Faculty Senate and Faculty Constitution (Section 1.4.2.2)

Amendments to the Faculty Constitution and changes in the function of the Faculty Senate may be made through Board-approved University governance processes.

15.1.2. Student Government Association (Section 1.4.4)

Amendments to this Section may be made through Board-approved University governance processes.

15.1.3. University Committee Structure (Section 1.4.5)

Amendments to this part of Chapter 1 may be made only through those procedures described below in Section 15.2.

15.2. Amendments to Explanatory Note and Chapters 2-15 of the Handbook

15.2.1. Reserved Statutory Rights

While the Board of Governors seeks to share the governance of the University with the faculty to the degree set forth in the policy statements of this Handbook, in so doing, the Governors do not abrogate their statutory duties required by Chapter 174, Missouri Revised Statutes, which include the right, if they deem it essential to the proper management of the University, to amend the provisions of this Handbook. If such amendment is deemed necessary, the Governors pledge that they will follow the procedures set forth herein in effecting such amendments.

15.2.2. Amendment Process

Proposed amendments to the Explanatory Note and Chapters 2-15 of the Faculty Handbook will be considered and acted upon pursuant to the procedures described in Sections 15.2.2.1 – 15.2.2.5. With the exception of those amendments initiated by the Board of Governors because of exigency (Section 15.2.2.5.1), the emendation process will start with the Faculty Handbook Revision Committee.

15.2.2.1. Faculty Handbook Revision Committee

There shall be a standing Faculty Handbook Revision Committee, comprised of a minimum of six individuals. No less than half of the committee shall be comprised of faculty members at the rank of associate professor, clinical associate professor, professor, clinical professor, or distinguished professor~~tenured and clinical faculty~~. The remaining members shall be academic administrators. The Chair-Elect of the Faculty Senate and the Provost or designee will also serve as ex officio members without vote. The Committee shall elect its own chairperson. Committee members may serve for two successive two-year terms but will then be ineligible for reappointment for a minimum of two years.

15.2.2.2. Initiation of Amendments

Amendments shall originate in one of the following three ways:

1. A proposal to the Faculty Handbook Revision Committee from the Board of Governors, the administration, the faculty, faculty members, or any faculty unit.
2. An emendation initiated by the Faculty Handbook Revision Committee in the course of the septennial review.
3. A Board action taken under exigency (Section 15.2.2.6.1) which adopts a policy change at variance with the Handbook.

15.2.2.3. Process of Committee Consideration

15.2.2.3.1. Amendments from the University Community

Upon receipt of any proposal, the Chair of the Committee shall forward a copy of the proposed amendment to the Faculty Senate and to the Provost (or designee). In consultation together, the chairs of the Faculty Handbook Revision Committee and the Faculty Senate and the Provost (or designee) will evaluate whether the proposal is (1) editorial and corrective, (2) non-substantive and not pressing, or (3) substantive and pressing. Proposals of the first (1) type will be sent immediately to the Senate for approval. Proposals of the second (2) type may be retained for consideration in the septennial review at the discretion of the Committee. Proposals of the third (3) type will be considered immediately by the Handbook Committee. In all such considerations, the Committee shall seek a reasoned consensus as advocates for good order and due process throughout the entire academic community. The Committee shall file a report with the Faculty Senate in a timely fashion stating the Committee's recommended action.

15.2.2.3.2. Seven-Year Review of the Faculty Handbook

The Committee shall conduct a complete review and revision of the Faculty Handbook every seven years. In all cases, the Committee shall seek to reach a reasoned consensus. The Committee shall file a report with the Faculty Senate in a timely fashion stating the Committee's recommended action.

15.2.2.4. Process of Senate Consideration

The Faculty Senate shall consider the recommendations of the Faculty Handbook Revision Committee within thirty calendar days of the submission of the Committee's report, and shall file its recommended action with the Board of Governors and the administration.

15.2.2.5. Reports by the Faculty Handbook Revision Committee to Board

In the event that the Senate recommends a version of an amendment differing from the version recommended by the Faculty Handbook Revision Committee, the Committee may elect to either (1) maintain its original version of the amendment or (2) adopt some or all of the changes recommended by the Senate.

The Committee shall file its final report (either its original report or one amended based on Senate recommendations) with the Board.

15.2.2.6. Process of Board Consideration

The Board of Governors shall thereafter consider the report of the Faculty Handbook Revision Committee, the Faculty Senate, and recommendations made by the administration before taking action on the proposed changes. The Board shall also hold an open meeting to receive comments from interested parties on the proposed changes before taking final action.

15.2.2.6.1. Exigency

Under circumstances where either the legislature or the Coordinating Board for Higher Education makes requirements which necessitate a change in any policy contained herein, the President may forward directly to the Board of Governors the changes deemed immediately necessary to meet the aforesaid requirements without the same amendments first having been considered by the Faculty Handbook Revision Committee, or the Faculty Senate, as required in Sections 15.2.2.3 and 15.2.2.4 above. In all such cases the Board shall note the pressing exigency.- In its commitment to shared governances, the Board shall, in advance of its vote, provide notice to the Faculty Handbook Revision Committee and to the Faculty Senate, requesting the Committee and Senate to convene and consult with the administration concerning the proposal. The failure of either body to convene and consult shall not prevent the Governors from proceeding after a reasonable period of time has been afforded.

The Board pledges in these cases to assure full dissemination to the faculty of such amendments and to hear a request for review within six months of any such amendments, upon the written request of the Chair of Faculty Senate.

15.2.2.6.7. Legally Mandated Changes

In the event that regulatory or legislative mandates require immediate changes to this Handbook, that precludes meeting of the Faculty Senate, then the president of the university is hereby authorized to establish and implement provisions or make appropriate modifications to the provisions as set forth here with notification of such provisions sent to the Faculty Handbook Revision Committee and the Faculty Senate Executive Committee. Such provisions will be immediately effective upon action by the president but will be reported to the Board at the next meeting of the Board of either the president or designee.

15.3. Amendments to Take Effect

Following final approval by the Board of Governors, the Faculty Handbook shall remain in effect until amended in accordance with the procedures set forth above. Amendments classified as editorial or corrective, and those covered under Section 15.2.2.6.1, shall take effect immediately upon approval by the Board of Governors. Other amendments shall normally take effect at the commencement of the next academic year; however, amendments may take effect upon approval of the Board of Governors if that is supported by both the Senate and the Board. Any amendment so adopted shall be incorporated into the Faculty Handbook as a permanent revision thereto. The Office of the Provost shall undertake prompt distribution of all amendments upon passage by the Board.

GLOSSARY AND ABBREVIATIONS

The Glossary includes terms frequently referenced in the Faculty Handbook. The Glossary is followed by a list of commonly encountered abbreviations. Information about membership of committees and groups can be found in the Committees Handbook.

1. GLOSSARY

Academic freedom: The particular right of scholars, teachers, and students within the University to pursue knowledge, speak, write, and follow the life of the mind without unreasonable restriction

Academic Unit Leader: may be a School Director or a Department Head; this person is responsible for administering the programs within their academic unit. ~~some words go here~~ Departmental Heads and School Directors, and um um

Academic year: The period of time starting with the fall intersession and continuing through the end of the summer session.- However, faculty with 9-month contracts have formal responsibilities only during the Fall and Spring semesters.

Adjunct: An honorary title for individuals who offer educational experiences to students of the University but who have no appointment with the University. Adjunct Faculty member may receive an honorarium. Adjunct faculty may also receive a University ID, e-mail account, and library privileges.

Administrative Leave:- Leave for any faculty member in an academic administrative position to pursue a project and/or research in the faculty member's discipline or area of administrative responsibility.- It may be requested for any time in the year but ordinarily would be requested during the summer months from mid-May to mid-August.

Assistant Professor: Academic rank of one who has demonstrated achievement or potential in the areas of Teaching, Research, and Service appropriate to the discipline.

Associate Professor: Academic rank of one who has demonstrated a sustained record of achievement and effectiveness in Teaching, Research, and Service appropriate to the discipline.

BearPass Card:- Missouri State University's identification card. Spouse's or sponsored dependent's BearPass Card can be used for all of the same services and facilities as the employee's card.

Board of Governors:- Body which, according to statutes of the state of Missouri, possesses full power and authority to adopt all needful rules and regulations for the guidance and supervision of the University. Currently, Missouri State University is governed by a nine-member Board of Governors and one non-voting Student Governor who serves a two-year term.

Business days: -Days during which the University offices are open, through midnight of the final day for electronic responses but 5 pm for other types of actions (e.g., submitting printed documents).- When a deadline for electronic response is midnight before a non-business day, the deadline is extended to midnight before the next business day, e.g., if an electronic-response deadline were midnight on a Friday, it would be extended to midnight on Sunday.

Cafeteria Plan: Program which allows full-time regular employees to make contributions from each pay check on a pre-tax basis for optional insurance coverage and flexible spending accounts for reimbursable health care expenses and child/dependent care expenses.

Calendar days: -All days, including weekends, holidays, and days when University offices are closed, through midnight of the final day for electronic responses but 5 pm for other types of actions (e.g., submitting printed documents).- However, if the final day of the period occurs on a day when University offices are closed, the deadline is extended to the next day that University offices are open.

Calendar year:- The year from January 1 through December 31.

Clinical Faculty: Faculty whose primary responsibilities are Clinical Education and Service.
College And University Retirement Plan (CURP):- A non-contributory 401A defined contribution retirement plan which uses TIAA-CREF as its third party administrator.- CURP offers interstate portability, immediate vesting and no minimum service requirement.
College Council:- Body of faculty within a College that acts upon curricular matters that are referred to it by departments within the College. Each college council is empowered to approve a departmental proposal, reject and return a proposal to the originating department, or amend and approve the proposal.
College:- This term will normally refer to one of the eight formally aligned groups of departments (or other units equivalent to departments) headed by a Dean.- (Whenever “College” refers to the Graduate College or the Honors College, that usage will be stated explicitly.)
Comparable institution:- For external reviews an institution and program at or above the level of the faculty applicant’s program, where level will normally be evaluated based on the degrees offered by the program.
Conflict of Interest:- Circumstance in which an individual’s primary interests, responsibilities, and commitments (such as the responsibility to analyze research results as dispassionately as possible, or the responsibility to fulfill commitments as a full-time member of the faculty) may be compromised by a secondary interest (such as financial gain).
Day:- See <u>calendar day</u> and <u>business day</u> .- When “days” is used without specifying calendar or business, calendar days should be assumed unless business day is inferred from the context.
Department Head: Chief administrator of an academic department.- Department Heads report to Deans.
Distinguished Professor: -Rank beyond Professor which recognizes extraordinary accomplishment in Research.
Educational Leave:- Paid leave for full-time faculty members wishing to return to graduate school to complete an advanced degree.
Eligible dependent:- An eligible dependent shall be defined as provided in Section 152 of the United States Internal Revenue Code.
Emeritus: Retirement status at highest rank attained at the University. Emeritus status is granted at the point of separating from the university by retiring as defined in Section 14.2. Faculty must have taught here for at least 10 years, be retiring/long-term disability and have an affirmative vote of the department full-time faculty.
Equated Hours: The term “Equated hours” is used to refer both to credit hours of teaching and to time assigned to activities that are equivalent to credit hours of teaching. The work involved in any activity worth three equated hours will have been determined to be equivalent to work involved in having sole responsibility for instructing a one semester non-laboratory three-hour undergraduate class with enrollment at typical numbers or with responsibilities that do not significantly increase normal workload.
Equity Adjustment: Salary adjustment based on internal or external discrepancies in the faculty member’s pay for comparable training, experience, and job performance.
Faculty Senate:- A forum of the faculty for discussing matters of concern to the Faculty and for informing all segments of the academic community of its concerns, findings, and actions.
Financial Exigency: A financial crisis of such magnitude that all other reasonable measures have been taken and there is no alternative to the termination of University faculty who otherwise would have the expectation of continuing employment. Declaration of the existence of a financial exigency is the responsibility of the Board of Governors.
Fiscal year:- The period from July 1 through June 30.
Full-time appointment:- Appointment for the normal two-semester (Fall and Spring) academic year but does not imply summers.- (Note:- Some faculty have appointments that require year-round service.)

Graduate Council:- Body of the faculty that acts upon graduate level curricular matters that are referred to it by academic departments/schools and approves members of the graduate faculty.
Grievance:- With respect to the Academic Personnel Grievance Process, a written complaint by a faculty member, setting forth relevant facts and alleging that an administrator, administrative decision, or administrative practice is either unfair, unjust, or in violation of established policies, procedures, or statutes of the University.
Instructor:- A faculty member who is normally appointed to teach full-time and to provide appropriate Service, and may participate in Research.
Intersessions: One to three week period of classes between semesters.- Winter Intersession is in January, Summer Intersession is in May, and Fall Intersession is in August.
Joint faculty appointment:- Appointment in which a faculty member has responsibility to, and review by, more than one Department.
Minimum enrollment guidelines: For undergraduate and graduate courses, shall be determined by the Department Head in consultation with the respective college Dean as aligned with any applicable written college and/or departmental policy.
Missouri State Employees' Retirement System (MOSERS):- A defined-benefit retirement plan available to faculty on full-time, regular appointments.- (Specific eligibility for MOSERS depends on the date of hire – contact the Office of Human Resources for details).
Nepotism:- Favoritism to family members or friends by someone in authority, providing some economic or employment advantage.
Nepotism policy: Policy prohibiting members of the campus community from the participating (directly or indirectly) in decisions to appoint or hire any individual related to the person within the fourth degree of consanguinity (blood) or affinity (marriage).
Nonrenewal of contracts appointments:- A decision (a) not to offer Instructors and other non-tenured faculty or part-time faculty members a contract an appointment for a subsequent term, semester or year, or the denial of reappointment of probationary tenure track faculty or (b) the denial of tenure for such faculty members. The nonrenewal of such contracts appointments is not the equivalent of “termination of employment.”
Non-Tenure Tenure-Track:- Refers to faculty members appointed to positions that are not eligible for tenure consideration. Refer to Section 3.6 for non-tenure track positions.
Overload: Determined by evaluating the workload assignment to a faculty member in relation to the standard workload as configured for that faculty member.- Refer to individual ~~departmental~~ <u>academic unit</u> guidelines.
Per Course: A per course faculty member is appointed on a semester basis and may teach no more than twelve credit hours during any 12-month period. Employment terminates automatically at the end of the appointment period.
Policy Library: Official repository of all University-wide Governing and Operating Policies. Found on the University Web pages under Policy Library.
Professional Leave:- Leave to engage in professional development activities not covered by sabbatical or educational leaves.
Professional Practices Review Process: Formal procedure by which the University administration may review allegations of misconduct against faculty members and impose sanctions.
Professor:- Faculty rank that recognizes a cumulative record of Teaching, Research, and Service appropriate to the discipline.
Promotion:- Progression within an appointment series (tenure-track, clinical, research, and instructor) following fulfillment of criteria and review as specified in departmental promotion documents, Greenwood documents,

and the Faculty Handbook. Refer to Sections 3.34 and 3.56 for specific tenure-track and non-tenure track faculty appointments. Promotion is accompanied by an increase in base salary.
Public Affairs Pillars: The three pillars of the Public Affairs mission are ethical leadership, cultural competence and community engagement.
Rank:- Designation of traditional tenure-track academic ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor. Faculty hired as Instructors prior to January 1, 2007 were tenure-track faculty.
Ranked faculty:- Tenure-track/tenured faculty holding the rank of Assistant Professor, Associate Professor, Professor or Distinguished Professor [Instructors and Research Faculty employed prior to January 1, 2007 shall retain the status of ranked faculty].
Relative within the fourth degree:- Any individual within a legally-defined relationship level to another individual.- Such a relationship includes, but is not limited to, spouse, child, grandchild, great-grandchild, great-great-grandchild, parent, grandparent, great-grandparent, brother/sister, aunt/uncle, great-aunt/uncle, niece/nephew, grand-niece/nephew, and cousin. For University purposes, this also includes sponsored dependents. All relationships are included, whether full-, half, step-, adopted, or in-law.
Research-active: Research-active is a status defined in the workload policy of each individual department and/or college that impacts teaching assignment.
Research faculty:- Members of the faculty whose primary responsibilities are Research and Service ~~and which~~ but may include Outreach and Teaching.
Research: The production and formal communication of creative scholarly works. Specific modes of research include discovery, application, synthesis, criticism, and creation. Refer to Section 4.2.2.
Retirement eligibility:- Ability to retire from the University based on some combination of years of service and age.- Specific requirements for retirement eligibility depend on retirement system (CURP versus MOSERS) and on date of hire (contact the Office of Human Resources for details).
Retreat rights: The right of any faculty member appointed to an administrative position to return to the department/ <u>academic unit</u> of the faculty member's academic discipline whether or not a position is open.
Sabbatical Leave:- A leave that provides an opportunity for the faculty member to pursue Research, enhance teaching or professional practice skills in the discipline, or to retool for new teaching opportunities or research.
Scholarly Leave: A non-paid leave to participate in an academic fellowship (e.g., Fulbright Fellowships) or similar program for up to one academic year.
School Director:- Chief administrator of an academic unit classified as a School.- Responsibilities of the Director depend on the nature of the School.- A Director for a School composed of two or more departments will serve primarily as a coordinator of co-curricular matters and common objectives.- A Director of a School that is not subdivided into departments (i.e., no Department Heads) will have the same responsibilities (including faculty evaluation for reappointment, tenure, promotion, and performance) as a Department Head.- ~~Throughout the Faculty Handbook, any discussion of the obligations of Department Heads should be interpreted as also pertaining to School Directors with faculty evaluation obligations.~~ School Directors normally report to their College Deans.
School:- An academic unit so characterized because of its involvement in and integration into an external professional environment which usually requires specific standards for licensure.- A school may operate as and have the same functions as a Department. Alternately, a School may be a collection of two or more departments tied together by co-curricular matters.
Senior Instructor:- Faculty member who has, while in an Instructor position, demonstrated excellence in Teaching and Service at Missouri State University for at least five years. See Section 3.5.2.

Service: When used to identify one of the three basic areas of faculty responsibility, the contribution of a faculty member to the effective functioning of the University as an institution, to the effective functioning of professional and learned societies, and the contribution of professional expertise by a faculty member to the civic community.
Sexual harassment:- Verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. See Section 8.2.
Special Leave:- A leave with or without pay for full-time faculty member who in the opinion of the Provost deserves a leave for a specific purpose not listed in other portions of the Faculty Handbook.
Sponsored dependent: A person who meets all of the following criteria: (1) be at least 18 years old and mentally competent to consent to contract; (2) have shared the same permanent residence and the common necessities of life with the employee for at least the previous 12 months; (3) not be legally married to anyone else in any state; (4) not be related by blood or a degree of closeness to the employee that would prohibit legal marriage in the State of Missouri; (5) have a single dedicated relationship with the employee of at least 12 months; (6) and not be a renter, boarder or tenant of the employee.
Staff Senate: An elected body from the University support staff which addresses concerns related to staff. There is a non-voting member on Faculty Senate.
Standard appointment:- Appointment that includes normal Teaching, Research, and Service responsibilities during the fall and spring semesters but not during summers or intersessions.- The term does not apply to clinical or research faculty.
Standard Workload: 24 equated hours across an academic year (Fall and Spring) with the exception of instructors without a service component and research-active faculty. For research-activity, "standard workload" should approximate 18 equated hours across an academic year (Fall and Spring), subject to college-specific guidelines.- The conceptual framework for this standard workload is a total workload of 30 equated hours with six equated hours being allocated for maintaining currency in one's field, advising duties, and normal department, college, and University service activities.- The reference to standard workload in this policy is only applicable to nine-month academic appointments.
Start date: Faculty are expected to be available to attend meetings and other events scheduled the week prior to the beginning of classes each fall and spring semester.
Student Government Association (SGA):- An elected body through which students can participate in campus governance, in student discipline and in the management of student activities.
Teaching:- Broad range of activities contributing to the development of educated persons.- It encompasses a wide range of instructional methods, student mentoring, and advisement.
Tenure:- Status granted (after a probationary period, except as specified in Section 3.8.2) to a ranked faculty member protecting the faculty member from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until the faculty member resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force, or is unable to perform the duties of the position or dies, but subject to the terms and conditions of employment that exist in this Faculty Handbook and in future editions of the Faculty Handbook as amended.
Tenure-track faculty: Faculty members appointed to tenure-track positions that lead to tenure upon successful completion of a probationary period and to faculty who have been awarded tenure. Refer to Section 3.4 for tenure-track positions. Appointment to a position with academic rank is not synonymous with appointment to a tenure-track position.

Terminal degree: An earned doctorate in the individual's discipline or such other degree standard established by the specific profession/ discipline and approved by the appropriate college Dean and the Provost.- A faculty member with an acceptable terminal degree in one discipline who transfers to another discipline within the University shall be considered as having a terminal degree in the transfer discipline regardless of the designated terminal degree in the transfer discipline.

Unranked faculty:- Faculty in non-tenure track positions.- (Note that, although non-tenureable, clinical and research faculty are eligible for promotions, e.g., while one might be promoted to Associate Clinical Professor, but those individuals are still classified as unranked.)

Years of academic service to Missouri State University:- Years of full-time academic service to Missouri State University. In computing years of academic service to Missouri State University, intersession and summer teaching do not apply, nor does time spent on educational leave. Time spent on sabbatical leave, professional leave, scholarly leave, or special leave does apply in computing years of academic service to Missouri State University.- Note that years of academic service to the University may not be the same as years of service counting toward retirement under MOSERS.

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1 2. ABBREVIATIONS

ALC	Academic Leadership Council
APGP	Academic Personnel Grievance Process.
APRC	Academic Personnel Review Committee
<u>AUL</u>	<u>Academic Unit Leader</u>
BOG	Board of Governors
CASE	Center for Applied Science and Engineering
CASL	Citizenship and Service-Learning
CBLS	Center for Biomedical and Life Sciences
CGEIP	Committee on General Education and Intercollegiate Programs
CURP	College and University Retirement Plan
FCTL	Faculty Center for Teaching and Learning
FMLA	Family and Medical Leave Act
FSEC	Faculty Senate Executive Committee
IACUC	Institutional Animal Care and Use Committee
IBC	Institutional Biosafety Committee
IDEA	Innovation, Design, Entrepreneurship, and Arts Commons
IRB	Protection of Human Participants Institutional Review Board
JVIC	Jordan Valley Innovation Center
KSMU	National Public Radio call letters
MOSERS	Missouri State Employees' Retirement System
MSU	Missouri State University
OPT	Ozarks Public Television
ORA	Office of Research Administration
PEC	Professional Education Committee
PI/PD	Principal Investigator/Project Director
PPC	Provost's Personnel Committee
PPRP	Professional Practices Review Procedure
PSC	Plaster Sports Complex
PSIP	Professor Salary Incentive Program
PSU	Plaster Student Union
SGA	Student Government Association
SMSU	Southwest Missouri State University
UHC	University Hearing Committee
UHP	University Hearing Panel

APPENDIX A

MISSOURI STATE UNIVERSITY – CREATION OF INTELLECTUAL PROPERTY POLICY

The Creation of Intellectual Property Policy was approved by the Faculty Senate. The policy was presented to the Board of Governors on October 28, 2011, and the Board approved the implementation of the new policy.

Governing Policy: Creation of Intellectual Property

I. Intellectual Property Policy Statement

II. Purpose of the Policy

III. Entities Affected by the Policy

IV. Administration of Intellectual Property Policy

V. University Patent Policy

VI. University Copyright Policy

I. INTELLECTUAL PROPERTY POLICY STATEMENT

The University's policy on intellectual property pertains to patentable inventions and copyright-protected works created by its faculty members, staff members, postdoctoral appointees, and students.- Guidance on the use of other individual or university's copyright-protected material is governed by G3.04-3 Use of Copyrighted Materials for Educational Research Purposes located at: <http://www.missouristate.edu/policy/copyrightpolicy.htm>.

Because there are differences between the legal and academic treatment of patentable inventions and copyright-protected works, the University provides two companion policy statements: a Patent Policy and a Copyright Policy. Missouri State University encourages the creation of intellectual property by the dedicated efforts of its employees, faculty and students.- It is the University's intent to protect the rights of all parties, including the individual, the University, and the sponsoring entity (if applicable), and to share the benefits in the event these creations have commercial value.

University resources are to be used solely for University purposes and not for personal commercial activities. Commercialization of research, with knowledge and approval by the University, is permitted and encouraged among faculty and staff.

All creators of intellectual property shall, upon request, execute appropriate assignment and/or other documents required to set forth effectively ownership and rights as specified in this Policy. "Creator" refers to an individual or group of individuals who make, conceive, reduce to practice, author, or otherwise make a substantive intellectual contribution to the creation of intellectual property. "Creator" includes the definition of "inventor" used in U.S. patent law and the definition of "author" used in the U.S. Copyright Act.

After consultation with the Creator, the University reserves the sole right in its exclusive discretion to make agreements regarding the retention, ownership, patenting, licensing, accessing, and any other use or disposition of any right, title or interest in University Intellectual Property. The University and/or its designee will determine whether to commit funding to obtain patent, copyright, or trademark protection for particular disclosed University Intellectual

Property and/or to seek to identify one or more licensees who will bear the cost of obtaining that legal protection.- No creator of University Intellectual Property has the capability or authority to assign, license or otherwise dispose of University Intellectual Property except to the University or its designee pursuant to this Agreement. University personnel engaged in outside activities shall have no authority to enter into an Intellectual Property agreement that conflicts with this policy. -Persons who wish to confirm that a consulting, employment, or other agreement that addresses assignment of intellectual property associated with a proposed outside activity does not conflict with this policy should submit a copy of the agreement for review.

This Policy shall be deemed a part of the conditions of employment for every employee of the University and a part of the conditions of enrollment and attendance at the University for all students.- All individuals (whether or not employed by, compensated by or enrolled at the University) participating in a sponsored project and/or making significant use of University-administered resources shall accept this Policy unless an exception is approved in writing by the University.

Significant use of University resources may include: use of substantial funds received by the University through a contract or grant, use of funds allocated from internal discretionary pools, assistance of support staff outside of the inventor's department or unit (assistance of support staff from the inventor's department when such is assistance is greater than that normally provided others in the department).- Significant use of University resources also may include use of shared research equipment or facilities.

The following, when customarily provided to researchers in their respective disciplines and units, generally are **not** considered significant use of University resources: salary, developmental assignment or award, library resources, computers, communications technologies, secretarial services, assigned offices and laboratories, and utilities, instructional technology-~~(Mediasite)~~, software (e.g. Respondus), or hardware, including use of University media production facilities.- Developmental assignment or awards include Sabbatical Leaves, Summer Fellowships, and Faculty Research Grants which are internal awards of the University made on a competitive application basis; therefore, these are not considered significant use of University resources.

Outside activities authorized by the University for University faculty or staff remain subject to this policy to the extent that they involve or relate to the use of University resources. Employees engaged in external consulting work or business are responsible for ensuring that agreements emanating from such work are not in conflict with University policy or with the University's contractual commitments.- Such employees should make their University obligations known to others with whom they make such agreements and should provide other parties to such agreements with a statement of applicable University policies regarding ownership of intellectual property and related rights.- Employees of the University have no authority to enter into agreements inconsistent with this Policy.

Works created as assignments.- Any work created by faculty, staff members, or student employees whenever such work is the product of their assigned tasks or is a reasonably expected product of their employment generally are subject to institutional ownership because they are either assigned tasks or reasonably expected outcomes of employment, **excluding** seated, online, and blended courses, individually or jointly developed. Course content, whether seated, online or blended, shall be owned by the Creator(s) unless the content was developed under a specific agreement or with the use of substantial University resources. Other individuals do not have a license to use course content for any other purpose, except as approved by University and Creator.- Any license for the University to otherwise use course content or course materials developed by faculty Creator(s) shall be individually negotiated with those Creator(s). In addition, the University acknowledges that a limited number of professional staff members have certain prerogatives to set their own research, scholarly, pedagogical, or creative tasks.- Accordingly, the University is prepared to acknowledge personal ownership of works arising from these professional endeavors subject to other conditions of this policy. While the University acknowledges that generally a thesis or other written research product has intellectual property ownership with the student, the University has a license in the research product in those instances in which a faculty member at the University supervises and has contributed substantially to a thesis or

laboratory working group.- In such cases, any publication that arises from a thesis shall be put forward as a co-authored work by the student and the faculty member, unless the faculty member or Intellectual Property Committee agrees otherwise.

II. PURPOSE OF THE POLICY

The primary purpose of this Intellectual Property Policy is to provide the necessary incentives and protections to encourage the discovery and development of new knowledge and its application and transfer for the public benefit, and to enhance the generation of revenue for the University and the creator(s).

The University is guided by the following objectives:

- a. To ensure that the educational mission (discovery, learning and engagement) of the University is not compromised;
- b. To optimize the environment and incentives for research and for the creation of new knowledge at the University;
- c. To bring the products of creative efforts into practical use for the public benefit as quickly and effectively as possible;
- d. To protect the interest of the people of Missouri through a recovery by the University of its investment in research; and
- e. To recognize and protect the interests of the public, of the individual creators of novel concepts, inventions and materials, of the University, and of the sponsors of research.

III. ENTITIES AFFECTED BY THE POLICY

All individuals (whether or not employed by, compensated by, or enrolled at the University) who are members of the University community are subject to this policy.

IV. ADMINISTRATION OF INTELLECTUAL PROPERTY POLICY

The University Intellectual Property Policy, comprising its Patent Policy and its Copyright Policy, shall be administered under the oversight of the Dean of the Graduate College (hereinafter referred to as “Dean”). The Dean shall appoint an Intellectual Property Committee.- The role of the Intellectual Property Committee shall be to advise the Dean regarding intellectual property matters including, but not limited to, the resolution of disputes arising from the application of the policy; in addition, the committee shall advise the Dean of any need for altering the policy or its administrative implementation.- In appointing members of the Intellectual Property Committee, the Dean shall seek to include members from all constituencies affected by the policy.

Trademarks and service marks are distinctive words or graphic symbols identifying the source, product, producer, or distributor of goods or services.- Registration of trademarks or service marks, at the state or federal level, shall be approved by the appropriate campus or University level officer. Proceeds received from commercialization of a mark that is related to an intellectual property license will be shared with all creator(s) of the associated property as specified below.- Except as provided herein or unless subject to prior written agreement between the creator(s) and the University, the University will not share the proceeds from commercialization of a mark with the individual who created the mark.

This policy shall apply prospectively to all inventions and copyright works disclosed on or after the date of its approval, October 28, 2011.

1 V. UNIVERSITY PATENT POLICY

2 A. Introduction

1. Nature of a patent

Patent protection provides the owner with a limited period of time in which the owner can exclude others from making, using, offering to sell, or selling the invention.- The resulting temporary exclusive rights to the invention can provide an incentive for a patent owner or a licensee to invest the resources required to advance the invention toward commercialization and use by the public.- In return for offering temporary exclusive rights to the owner of a patent, a government requires the owner of the patent to make details of the invention available to the public in the patent document. -Under United States law, the life of a patent extends 20 years from the date of application.

A patent is the grant of a property right by a government to the owner of an invention.- Unlike copyright protections, patent rights do not follow automatically from the act of creation.- The inventor or the patent's owner generally must request patent protection from the government of each country in which a patent is desired.- The Patent Office in each country then will examine the application against its own laws and regulations and will—in due course—either deny or allow the grant of a patent in its jurisdiction. Because patent laws and associated administrative procedures are fairly complex, patent applications generally are prepared and prosecuted by specialists working on behalf of the inventor or owner.

2. Inventions eligible for patent protection

In the United States, an invention or discovery may be eligible for patent protection if it is a process, a machine, a manufactured object, a composition of matter, or a new use or improvement of any of the preceding.- Courts have interpreted the patent statute (see www.uspto.gov/main/patents.htm) to extend to software-related inventions when there is some connection to a useful, concrete result and to biological substances when there is some evidence of human intervention.- For example, isolated DNA sequences or their purified protein products can be patented because in their “natural” states they are neither isolated nor purified.- New uses of “products of nature” also may be patented, as may genetic modifications of otherwise natural organisms.

If an invention meets the threshold eligibility conditions for patenting, it still must meet additional criteria in order to earn a patent.- Under U.S. law, a patented invention must be useful, novel, not obvious, and supported by adequate information.

3. Nature of inventorship

To be named as an “inventor” on a patent, an individual must have made an original contribution to the conceptualization of the invention as it is defined in the patent.- The aspects of a patent that assert the defining elements of an invention are called the “claims” of the patent. If an individual has made a contribution to the conceptualization of any one defining claim of patent, then that person is an “inventor” of the claimed invention.- If any individual is responsible for all the claims of a patent, then that person is the sole inventor of the patent.- In any other situation, the patent will have more than one co-inventor.- One is not an inventor if the contribution was limited to “reducing to practice” the conception of the invention.

4. Objectives of the University Patent Policy

The primary objective of the University Patent Policy is to enable the public to use and benefit from inventions originating at the University.- In pursuing this objective, the University will seek to manage inventions in a way that advances the academic missions of the institution, including research and scholarship.- The Patent Policy further provides a framework for the orderly transfer of academic

inventions to the private sector in exchange for compensation to the institution as well as to individual inventors.- In keeping with the University's academic objectives, the policy directs that portions of the institutional earnings from any patent will support research broadly across campus, research related to the patent, and administrative efforts to secure and manage additional patents.

B. Policy

1. Summary of the Patent Policy

The University will assume ownership of patents on qualifying inventions made by its employees and appointees, except as stated in item V.B.4.- In a limited number of situations, the University, through its designee, will assume ownership of patents on qualifying inventions made by students and institutional visitors.- Earnings from patents subject to this policy will be distributed according to the provisions of this policy.

2. Applicability of the Patent Policy

The policy applies to inventions meeting either of the criteria below.- For convenience, inventions meeting either of these criteria will be designated as "qualifying inventions."- In the criteria below, "employees" includes faculty members, staff members, part-time employees, and student employees.

- a. Inventions made by University employees or postdoctoral appointees in the course of their employment or appointment, or in a field or discipline reasonably related to the inventor(s)' field(s) of employment or appointment.
- b. Inventions enabled by significant use of University resources when made by University employees, postdoctoral appointees, students whose inventive contribution did not arise from employment by the University, or institutional visitors not employed by the University.

3. Disclosure required

Any individual who believes to have made, or contributed to the making of, a qualifying invention must disclose the invention in writing to the Dean for Graduate Studies and Research on the Invention Disclosure Form provided by the Office of Research Administration.- The originating faculty, other employee, or student is the inventor.

4. University rights in qualifying inventions

The University shall assume ownership of patents to qualifying inventions.- In order for the University to assume ownership, inventors subject to this policy shall assign to the University their entire right in the invention and shall provide reasonable assistance to the University in obtaining patent protection and in licensing the patent rights to others.- In the case of qualifying inventions arising from federal research support, this assertion of ownership rights follows from federal law.- In other contexts, the University's right to require assignment from its employees or appointees will be understood as a condition of employment or appointment. -Similarly, the limited right of the University to claim ownership of patents in inventions made by students will be understood as a condition of enrollment, whereas the limited right of the University to claim ownership of patents to inventions made by institutional visitors will be understood as a condition of their access to institutional resources.- Institutional visitors must acknowledge in writing their awareness of this policy before making use of institutional resources.

If the University informs in writing the University inventor(s) that it does not wish to file a patent application in any territory based on a disclosure by the inventor(s), the inventor(s) may request from the University an opportunity to take on the prosecution of the patent application.- The inventor(s) may request that the University waive its rights to the invention in the territory(ies) in which the University has elected not to file.- The University will not unreasonably deny such a request.- However, any waiver of rights will be subject to the interests of any third parties, including, but not limited to, sponsors of the research leading to the invention.- In addition, any waiver of the institution's rights in the patent application will expressly allow the University to continue to use the invention for research purposes and will be limited to the scope of the invention as disclosed and as used as a basis for the University's determination not to file an application in the territory(ies).- The University's waiver of institutional interest in an invention may result in personal ownership of the invention by University inventor(s) who wish to conduct further research on the invention within the institution. Such inventor(s) should be mindful that use of personally owned patents in an institutional setting may create a conflict of interest requiring disclosure and management under the institution's policies pertaining to conflict of interest.

The University has approved an exception (POLICIES & PROCEDURES NO. 135-09, Updated and Approved July 31, 2009) for intellectual property associated with the research conducted with the Jordan Valley Innovation Center (Center for Applied Science and Engineering ~~and Center for Biomedical and Life Sciences~~).- Assignment of ownership rights of intellectual property developed through projects of the Roy Blunt Jordan Valley Innovation Center in collaboration with businesses may be assigned, at the discretion of the President of the University, to these businesses providing that such assignments are consistent with applicable laws and regulations of external organizations sponsoring these collaborations and the University Intellectual Property Policy, and that any such assignments acknowledge the contribution of University faculty, staff and students.- The authority for negotiation and approval of these assignments of ownership rights are delegated through the President to the Vice President for ~~Research and Economic Development~~ Community and Global Partnerships. Nothing in this paragraph alters Paragraphs 1 and 3 or the other provisions of this paragraph of this policy.

5. Licensure of inventions assigned to the University

Consistent with the objectives of this policy and subject to the rights of any other parties, the University will seek diligently to license to others the right to use inventions under patents assigned to it.

6. Distribution of proceeds of licensure

The University shall receive all payments due under a license and shall distribute such earnings under the terms of this policy within 90 days from the end of the quarter in which the earnings were received. Prior to any distribution, the University shall recover any out-of-pocket expenses incurred in applying for the licensed patent(s), maintaining the licensed patents(s), or defending the licensed patent(s).- Also prior to any distribution under this policy, the University shall make any payments to others required by agreements, including but not limited to inter-institutional agreements for the management of jointly owned patents.- Gross University earnings, less its out-of-pocket expenses, less payments required to others, are designated as "distributable income."- Distributable income shall be allocated as follows:

- a. The first \$50,000 of distributable, cumulative income earned under a single license will go to the inventor(s).
- b. After the first \$50,000 is distributed to the inventor(s), any further distributable income will be allocated as follows unless income in any fiscal year triggers the conditions below:
 - (i) 40% of distributable income to inventor(s)

- (ii) 40% of distributable income to the University
- (iii) 20% of distributable income to the department from which the invention arose

When more than one University inventor is named on any licensed patent, the inventors will receive equal portions of the share of distributable income allocated to that patent unless there is a modifying written agreement signed by all inventors and approved by the University.

If an inventor is appointed in more than one department, the related departmental shares will be equivalent to the share each contributes to the inventor's salary. - If the appointing departments are in different colleges, the related collegiate shares will be pro-rated on the same basis as the departmental shares. - From time to time, it may be appropriate to allocate a portion of income otherwise granted to an academic department to an organized research unit. - Any share granted to a "center," "institute," or other similar, formally acknowledged organized research unit will be determined by the Dean after consultation with the organization's director as well as relevant academic officers. - In making any such determination, the Dean should consider the optimal means of advancing research at the institution.

7. Notification of Licensed Patent

The Dean shall notify the President, the Provost, the inventor's College Dean and ~~Department Head/Director~~Academic Unit Leader of the licensed patent.

C. Administration of the Patent Policy

1. Patent Advisory Group

The University Intellectual Property Policy, of which this Patent Policy is a component, shall be administered under the oversight of the Dean. -The Dean shall be advised on matters pertaining to the Patent Policy by the Patent Advisory Group, a subcommittee of the University Intellectual Property Committee. - The Intellectual Property Committee, the responsibilities and composition of which are set forth above in Paragraph IV of the University's overarching Intellectual Property Policy, shall be appointed by the Dean, who also shall designate those of its members who will comprise the Copyright Advisory Group.

The role of the Patent Advisory Group shall be to advise and make recommendations to the Dean regarding patent matters, including, but not limited to, the following:

- a. Determine the value of proceeding for a patent.
- b. Resolve disputes concerning the application and interpretation of the Patent Policy;
- c. Suggest Amendments to the Patent Policy resulting from technological and legislative changes affecting patent; and
- d. Make changes to administrative procedures involved in the implementation of the Patent Policy.

In addition, the Patent Advisory Group shall provide a forum to which faculty, staff, and students may refer questions and recommendations about the Patent Policy.- Further, the Patent Advisory Group may advise the University on the disposition of selected invention disclosures.

The day-to-day administration of the Patent Policy will be performed under the supervision of the Dean.

2. Appeal process

Within 14 calendar days of the Patent Advisory Group's decision, any University faculty member, staff member, postdoctoral scholar, or student who believes to have been adversely affected by any action or non-action of the Patent Advisory Group pursuant to the Patent Policy may request in writing the Group reconsider such action or non-action in writing to the Dean, who shall consult with the Patent Advisory Group in considering the request for reconsideration. -The resulting decision of the Dean may be appealed in writing to the President of the University within 10 calendar days of the Dean's decision. Where the action or non-action forming the basis for the dispute is that of the Dean rather than the Patent Advisory Group, appeal may be made in writing directly to the President of the University.

The foregoing process does not preclude the use of either informal means to resolve the dispute or applicable grievance procedures normally available to the individual based on the person's University status.

D. Examples

1. Case Patent (P)1: Working in the chemistry laboratory, faculty member A of the Department of Chemistry develops a synthesis protocol for a novel compound that has potential for industrial applications.- A patent literature search reveals no competing patent and the University invests \$16,000 in the process of gaining a patent.- Faculty member A is the inventor [V.A.3.] and the University assumes ownership of the patent [V.B.1.] and [V.B.4.] Company Z negotiates with the University for an exclusive license for use of this patented protocol.- This agreement includes (a) an understanding that Company Z will make reasonable efforts to develop a marketable product based in part on the patent, and (b) for use of the license the Company will pay the University \$5,000 annually or 3% of the net profit from product sales, whichever is greater.
 - Year 1 after licensure Company Z has not produced a marketable product, but the \$5,000 fee is paid to the University. The income funds are retained by the University. [V.B.6.]
 - In Year 2 Company Z has marketed a product and makes royalty payments of \$25,000 to the University.- The University retains \$11,000 to recoup the initial expense of filing the patent. The remaining \$14,000 is distributed to Faculty Member A[V.B.6. and V.B.6.a]
 - Company Z pays the University \$70,000 royalty in Year 3.- Faculty member A receives \$36,000.- The remaining \$34,000 is distributed 40% to Faculty A, 40% to the University, and 20% to the Department of Chemistry [V.B.6.b.(i-iii)]
2. Case P2: In the course of the faculty member's Limnology research, Faculty member B of the Department of Biology develops a unique sampling device.- A significant portion of the work was accomplished while B was funded by a University competitively awarded Summer Fellowship. A scientific instrument company is interested in this device.- The University applies for a patent and subsequently licenses the right to produce this device to this company.- [V.B.5.] Faculty member B will receive royalties after the patent costs have been recouped. [V.B.6.] The salary of the Summer Fellowship is not considered a University cost to be recouped, since the Fellowship is a regular aspect of employment offered in competition to other faculty. [I]

3. Case P3: Faculty Member C, a molecular biologist and member of the Department of Agriculture, isolates and characterizes a gene promoter DNA sequence from crop Z.- Faculty C reveals the faculty member's work and seeks to have the University apply for patent protection on the promoter DNA sequence and its applications the faculty member has demonstrated in the laboratory.- After evaluation of the "invention" and the probability of monetary returns that might result, the University determines not to seek patent protection.- The faculty member is not happy with this decision and insists that there would be good value in a patent. C requests a release acknowledging C can pursue a patent as the owner and inventor.- The University provides, in writing, the requested release of ownership, including a statement holding the University harmless in the case of any deleterious applications of this DNA. [V.B.4] The faculty member pays the filing cost of the patent process.- The University has no future claim to proceeds that may be derived from the patent.
4. Case P4: Faculty member D makes an invention while working under the terms of a federal research grant.- The University assumes ownership of the related patent. [V.B.2.a and V.B.4]
5. Case P5: Faculty member E is an acknowledged expert in cancer therapy. -Working at the faculty member's desk at home on Saturday, the faculty member designs a chemical compound that may fight non-Hodgkin's Lymphoma.- The University assumes ownership of the related patent. [V.B.2.a and V.B. 4]
6. Case P6: Staff member F is employed by the University to fabricate medical devices. -Working in the staff member's garage on Saturday, F invents a unique spray head that has potential applications for efficient pesticide applications. -The University may not assume ownership of the related patent and the Staff member F is free to seek a patent on his own. [V.B.2.a and V.B.4.]
7. Case P7: G is a researcher spending a year-long leave at the University. G is not an employee of the University but is assigned a laboratory at the University and is provided access to University research equipment. Working in a University laboratory, G invents a device for detection of extremely small airborne quantities of a toxic chemical.- The University will have ownership of the related patent. [V.B.1, V.B.2.b. and V.B.4] Note that prior to beginning G's leave at MSU, G should have acknowledged in writing G's awareness of the University's Patent Policy. [V.B.4]
8. Case P8: As a result of a class assignment, Student H invents a novel method of manufacturing a fire retardant compound.- The University's review of H's obligatory disclosure determines that H did not make significant use of University resources in making the invention.- The University may not assume ownership of the related patent. [V.B.2.b]
9. Case P9: Working on a dissertation in the student's adviser's laboratory and with regular mentoring of the advisor, Student I invents a novel method for the manufacture of a pharmaceutical agent. Review of I's obligatory disclosure determines that I did make significant use of University resources in making the invention.- The student and the advisor are both listed as inventors, given the significant input provided by the advisor. -The University assumes ownership of the related patent. [V.A.3 and V.B.2.a-b]
10. Case P10: Faculty member J makes an invention in collaboration with a colleague at another University.- By application of its own patent policy, the employer of J's collaborator has an ownership right in the resulting patent because of the collaborator's inventive contribution. Similarly, the University has an ownership right in the resulting patent as a result of J's inventive contribution.- The University and the employer of J's collaborator enter an inter-institutional

agreement specifying that the joint ownership rights shall be licensed together and that any earnings from such a joint license will be divided equally.- In the event the University is designated in the inter-institutional agreement as the manager of the jointly owned patent, it would receive earnings attributable to both parties.- After out-of-pocket expenses are recovered, the University would disburse to its partner University its share of earnings, with the retained remainder treated as distributable income under this policy. [V.B.6]

VI. UNIVERSITY COPYRIGHT POLICY

A. Introduction

1. What is copyright?

A copyright is a form of intellectual property protection provided by law for certain original works including written works, software, and selected audio, visual, or performed compositions.- More detailed information on copyrights is available at <http://www.copyright.gov>.

The copyright protects the particular form of expression rather than the subject matter or content of the work.- One cannot copyright an idea, only the particular expression of the idea.- Unlike patent protection, copyright protection exists from the time an original work is created and vests immediately when the work is fixed in a “tangible medium” for the first time.- Such tangible media might include paper, a computer disk, [software](#), or granite. See <https://www.copyright.gov/help/faq/faq-general.html>

Holding a copyright allows the owner certain exclusive prerogatives including the right to reproduce and distribute the protected material, the right to prepare derivative works based on the protected material, and (in the case of various artistic works) the right to display or perform the protected work. The owner of a copyright may convey to others all or some of the rights inherent in the copyright.- For example, the owner of a copyright may “assign” all interest in the protected material to another. -Alternatively, the owner of a copyright may grant a limited permission that allows another to use the protected material. In some cases, the owner of a copyright may grant a license to another that specifies the nature of any permitted uses of the copyright material.

2. Importance of an academic copyright policy

Members of the University community—faculty, staff, and students—create each day large volumes of material that are subject to copyright protection.- These various creations include such dissimilar works as scholarly monographs and journal articles, musical compositions, novels, textbooks, lectures, class outlines, poems, administrative software, dances, paintings, experimental software, promotional brochures, administrative correspondence, sculptures, multimedia teaching materials, videotapes, and policy documents.- Many of these works have various functions and origins within the academic context. Some works arise directly from the pursuit of scholarly or creative activity and serve to convey the results of these activities; other works do not. -Because copyright law and its policy-based application at the University will attribute both ownership rights and the associated rights to control subsequent uses of the protected works, an academic copyright policy must carefully balance a number of important objectives.- These objectives must accommodate the various functions and origins of copyright works created at the institution.

3. Objective of the University Copyright Policy

The objective of the University's Copyright Policy is to advance the mission of the University by:

- a. Encouraging and supporting the exercise of academic freedom, innovation, and creativity;
- b. Structuring the rights of ownership and the rights to use copyright materials created by members of the University community in a way that:
 - (i) Enables the timely dissemination of materials resulting from the scholarship, teaching, research, and creative activities of faculty, staff, and students;
 - (ii) Permits the University to retain a copyright in and/or use materials created by members of the University community under certain circumstances;
 - (iii) Permits the University to meet contractual obligations to outside entities; and
 - (iv) Accommodates and is consistent with related University policies.
- c. Assuring compliance with applicable laws and regulations in the management of copyright materials.

B. Policy

1. Summary of the Copyright Policy

In order to meet the preceding various objectives, this policy allocates the ownership of copyrightable works created by faculty, staff, and students.- Consistent with academic tradition and the expressed desire to encourage dissemination of the results of scholarship and research, the University agrees that in most cases, individual creators of copyrightable works of scholarship, research, or pedagogy, as well as creators of original works of art and literature, typically will hold personal copyright ownership of those works.- The policy also specifies a limited body of works that will be owned by the University.- In some cases, "individual" ownership might be distributed over a group of joint authors or creators. In other cases, an individual or group of individuals might hold joint ownership with the University. Guidance on the use of other's copyrighted material is contained in the Missouri State University Copyright Use Policy.

2. Application of the Copyright Policy

a. Individual ownership of copyrights

The University does not claim ownership of copyright in pedagogical, scholarly, artistic, or research works regardless of the mode of expression except when a work is described in section [VI.B.2.b.] below.- Therefore, in those instances where the University does not claim ownership of a copyright, the copyright will be owned by those defined as authors or creators under copyright law unless there is a contrary contractual or statutory obligation.- This disclaimer of University ownership interest in copyright materials applies to faculty and staff employees of the University, postdoctoral scholars, and to students when the works are created in the course of their educational pursuits. -However, for works created by a student solely in the course of the student's employment by the University, the University may claim ownership if section [VI.B.2.b.(v)] applies.- The University claims no ownership of copyright in any work created outside the scope of any employment within the University.- By way of illustration, see [VI.D.4-6] below, Cases C4 through C6.

The University understands that academic authors may be asked to assign to a publisher the personal copyright ownership in works treated in this section of the policy.- The University encourages academic authors to seek to retain such personal ownership in the articles and reports they publish in scholarly journals and equivalent publications.- University policy does not encourage academic authors to seek to retain personal ownership in published works when doing so would not be feasible or when efforts to retain personal ownership would impede eventual publication of the work.- The University is prepared to assist faculty members, staff members, students, and postdoctoral appointees wishing to retain personal ownership of works that may be published in scholarly journals and the like.

b. University ownership of copyrights

The University has ownership, or the right to obtain ownership by assignment, of copyright in:

- (i) Any particular and identifiable work created pursuant to either an oral or written agreement between the creator and the University (see [VI.D.7] Case C7);
- (ii) Works created in the context of carrying out administrative duties for the University (see [VI.D.9] Case C9);
- (iii) Any work created by a team of faculty, staff, postdoctoral scholars, and/or students of such size or over such an extended period of time that determination of a discrete number of creators would be impossible, impractical, or potentially unfair (see- [VI.D.10] Case C10);
- (iv) Any work created under the terms of a contract or other binding agreement with an entity, other than the University, when such contract or agreement requires University ownership of the work (see- [VI.D.11] Case C11);
- (v) Any work created with a significant use of University resources as outlined in Section I, Intellectual Property Policy Statement, above.

For these purposes: The University may determine that it has an ownership interest in a particular copyright work developed with grant or contract funding when creation of the specific work in question was an identified objective of the grant or contract.- Given this rationale, specific journal articles, monograph, or textbooks arising from grant or contract funding commonly would not be construed as identified objectives of the grant or contract but would be treated as academic benefits of having worked under grant or contract funding.- In the event that creation of a copyrighted work, such as a textbook, is an identified objective of a grant or contract, the institution will make a reasonable accommodation with the author consistent with established academic tradition.

In any case where the University has the right to ownership under the provisions of this policy, the University may require all persons who are employed by the University and who might otherwise have a potential claim to such work to execute a document as a condition of their employment in which they 1) state they have no rights to the work, or 2) assign to the University those rights they may hold.- Any University employee who makes an assignment of a work to the University can request and will be granted a non-exclusive royalty-free license to reproduce, adapt, perform, or display the assigned work for the employee's own scholarly, research, or creative purposes.

~~for the employee's own scholarly, research, or creative purposes.~~

(vi) For cases not covered by VI.2.B.2.B.(i)-(v), ownership and exclusive rights to license for course materials created by an individual will reside with the creator except as follows: For course content developed for a course for which the usual practice is to share such course content among two or more instructors (e.g., for multi-section laboratory courses), the creator will maintain ownership of the copyright but the University will retain a license for its use within the University.

c. Disclosure

Personally owned copyright works subject to [VI.B.2.a.] of this policy need not be disclosed. However, certain works created subject to [VI.B.2.b.(iv)] of this policy should be disclosed.- The creator of any work in which the University may have an ownership interest under [VI.B.2.b.(iv)] of the Copyright Policy shall disclose the work promptly in writing to the University using the disclosure form provided by that group. -Such disclosure shall be made as soon as possible when any of the following criteria apply: 1) a third party has a contractual basis for asserting a right to use the work (e.g., as a consequence of a sponsored-research agreement); 2) a third party has expressed interest in obtaining rights to use the work; 3) the creator(s) of the work believe that a third party could become interested in obtaining rights to use the work if made aware of an opportunity to do so; 4) the creator(s) of the work wish to assert personal copyright ownership in the work and so wish to request an institutional determination of their personal standing under the terms of this policy.

In those cases when a disclosure is made in order to request a determination of copyright ownership, the University will provide a copy of the disclosure to the Dean and to the appropriate academic and/or administrative official(s) (~~department head~~[Academic Unit Leader](#), dean, or other supervisor) familiar with the circumstances in which the work in question was created.- Such official(s) then in turn will provide any available information relevant to the questions of copyright ownership, rights to any proceeds, and other issues deemed relevant to the situation and prepare an assessment for the Dean.- The final determination on these questions shall be the responsibility of the Dean, subject to the right of the creator(s) to appeal any such determination to the President of the University as provided in [VI.C.1.] below. -Upon final resolution of the issues raised by the disclosure, the creator(s) and the University, where appropriate, will execute such agreements as are necessary to document clearly the rights and responsibilities of the parties.

d. Distribution of income

The University shall receive all payments due under a license and shall distribute such earnings under the terms of this policy within 90 days from the end of the quarter in which the earnings were received.- Prior to any distribution the University shall recover any out-of-pocket expenses incurred in applying for the licensed copyrights(s), maintaining the licensed copyright(s), or defending the licensed copyright(s).- Also prior to any distribution under this policy, the University shall make any payments to others required by agreements, including but not limited to inter-institutional agreements for the management of jointly owned copyrights.- Gross University earnings, less its out-of-pocket expenses, less payments required to others, are designated as "distributable income." Distributable income shall be allocated as outlined below. -For clarity, please note the following: 1) The distribution protocols outlined do not apply to personally owned copyright but only to copyrights owned by the University on behalf of the institution; 2) in order to qualify for a share of distributable income allocated to "author(s)," an individual must have held a mutually acknowledged ownership interest in the copyright to the subject work and must have assigned any legitimate copyright ownership that person held to the University; 3) in the event that no authors

have assigned personal copyright ownership to the University, no author(s)' share will be allocated. In this case, all distributable income shall be allocated pro rata to the other recipient groups under [VI.B.2.d.(ii)] below:

- (i) The first \$50,000 of distributable, cumulative income will go to the author(s).
- (ii) After the first \$50,000 is distributed to the author(s), any further distributable income will be allocated as follows unless income in any fiscal year triggers the conditions below:
 - (a) 40% of distributable income to author(s)
 - (b) 40% of distributable income to the University
 - (c) 20% of distributable income to the department from which the copyright arose
 - (e) Handling copyright works that may be subject to patent protections. ~~Certain works—particularly software—are subject to both copyright protection and patent protection. In the event that a work created at the University is subject to both copyright protection and patent protection, a finding under this policy that copyright to the work will be owned by the author or authors will not obviate the University's right to claim ownership in any associated patent or patents. The University's rights in patentable inventions are defined in the University Patent Policy (see [V.B.4.] above).~~

C. Administration of Copyright Policy

1. Copyright Advisory Group

The University Intellectual Property Policy, of which this Copyright Policy is a component, shall be administered under the oversight of the Dean. ~~The Dean shall be advised on matters pertaining to the Copyright Policy by the Copyright Advisory Group, a subcommittee of the University Intellectual Property Committee.~~ The Intellectual Property Committee, the responsibilities and composition of which are set forth above in Section IV of the University's overarching Intellectual Property Policy, shall be appointed by the Dean, who also shall designate those of its members who will comprise the Copyright Advisory Group.

The role of the Copyright Advisory Group shall be to advise and make recommendations to the Dean regarding copyright matters, including, but not limited to, the following:

- a. ~~Resolution of disputes concerning the application and interpretation of the Copyright Policy;~~
- b. ~~Amendments to the Copyright Policy resulting from technological and legislative changes affecting copyright; and~~
- c. ~~Changes to administrative procedures involved in the implementation of the Copyright Policy.~~

In addition, the Copyright Advisory Group shall provide a forum to which faculty, staff, and students may refer questions and recommendations about the Copyright Policy.

The day-to-day administration of the Copyright Policy will be performed on behalf of the University by the Dean.

Appeal process.- Within 14 calendar days of the Copyright Advisory Group's decision, any University faculty member, staff member, postdoctoral scholar, or student who believes to have been adversely affected by any action or non-action of the Copyright Advisory Group pursuant to the Copyright Policy may request in writing the Group reconsider such action or non-action in writing to the Dean, who shall consult with the Copyright Advisory Group in considering the request for reconsideration.- The resulting decision of the Dean may be appealed in writing to the President of the University within 10 calendar days of the Dean's decision~~na~~.- Where the action or non-action forming the basis for the dispute is that of the Dean rather than the Copyright Advisory Group, appeal may be made in writing directly to the President of the University.

The foregoing process does not preclude the use of either informal means to resolve the dispute or applicable grievance procedures normally available to the individual based on the person's University status.

D. Examples

The following examples illustrate how the policy would apply to specific situations and are accompanied by references to the governing policy sections.

1. Case C1: Faculty member A writes an article using a computer and supplies provided by the University. Copyright in the article belongs to A.- Faculty member A may choose to assign ownership of this copyright to a journal as part of a publication agreement without institutional involvement. [VI.B.2.a]
2. Case C2: Faculty member B creates a painting using supplies and facilities of the University customarily provided to other faculty members in the unit.- Copyright in the painting belongs to B. [VI.B.2.a] Two years later, B sells the painting for \$400.- Faculty member B has no obligation to share the proceeds of the painting sale with the University.
3. Case C3: Music faculty member C writes several songs which C proceeds to record on ~~C~~compact disc (CD) and subsequently markets.- In the preparation of the CD, C sought the help of the University and received a \$4,000 grant for the specific purpose of funding studio time and associated equipment rental for making the CD.- Faculty C retains the music authorship. [VI.B.2.a.] The University may determine that it has rights by assignment of ownership in the CD. [VI.B.2.a.(v.)]
 - a. The CD is marketed and generates \$60,000 in royalties in the first year. -If the grant was an internal competitive research grant, Faculty C would retain all rights to the CD and collect all royalties.
 - b. The CD is marketed and generates \$60,000 in royalties in the first year.- If the grant was from internal discretionary funds or the University provides significant use of University resources, the University may determine that it has rights by assignment of ownership in the CD [VI.B.2.a.(v.)] and the first call on royalty income would be \$4,000 to defray the investment costs.- The next \$50,000 would go to the author, and remaining royalties would be divided according to policy.
4. Case C4: Graduate student D writes a dissertation while serving as a University research assistant. The student owns the copyright in the dissertation since it is an academic requirement, but the supervising University faculty member has a license to use research product and student must show joint authorship if published in a scholarly journal. [VI.B.2.a]
5. Case C5: Staff member E, a nurse, writes a novel at home.- Copyright in the novel is owned by E since the work was not created within the scope of University employment. [VI.B.2.a]
6. Case C6: Staff member F, a senior research associate, writes a journal article based on original research conceived by and conducted by F.- F owns the copyright in the journal article since it is a scholarly work and is not a specified outcome of F's employment by the University. [VI.B.2.a and

VI.B.2.b]

7. Case C7: The ~~Academic Unit Leader~~Department Head of an academic department asks faculty colleague G to write a summary of the department's history for inclusion in the University's General Catalog. -G agrees to do so. -Copyright of the summary history belongs to the University since it is a specific work created as a consequence of an agreement between faculty member G and a colleague acting on behalf of the institution. [VI.B.2.b.(i)]
8. Case C8: The University employs a recently retired administrator H to have said administrator write a history of the University which is to be published. -The University owns the copyright and receives any royalties of sales of this history subject to any portion of the agreement with H that would dictate a split of royalties. [VI.B.2.b.(i)]
9. Case C9: Faculty member I drafts a departmental self-study for the University as part of an academic review of I's department at the University. -Copyright of the self-study belongs to the University since I created it while carrying out an administrative assignment from the University. [VI.B.2.b.(ii)]
10. Case C10: For a number of years, faculty member J worked collaboratively with faculty and staff colleagues to develop successive versions of software designed to control a research apparatus in J's laboratory. -Over the years, the various collaborators did not document their individual contributions to the software and memory of any specific individual contributions to the earlier work has faded. Copyright of the current version of the software belongs to the University since any assessment of individual copyright ownership of the current software would be impractical and could result in an unfair determination. -The failure to document individual contributions would not, itself, generate institutional ownership, but in this instance documenting the contributions might have made recovery of forgotten facts easier. [VI.B.2.b.(iii)]
11. Case C11: Faculty researcher K is principal investigator on an institutional contract with an agency of the state. -The contract is for the creation of teaching materials for the on-the-job training of social workers employed by the state government. -The terms of the contract provide that the state will have an option to license the county government, or to other states and agencies. -While K may be the owner of the copyright in the software under copyright law, K has the obligation to assign this ownership to the institution so that the University may meet the contractual requirement to offer the grantee their right to distribute the work. -Even though K is the principal investigator (PI) on the original contract proposal, grants and contracts are awarded to the University and not to the PI. [VI.B.2.b.(iv)]
12. Case C12: Faculty researcher L is principal investigator on a federal grant that provides significant funding to meet the proposed objective of development of a particular piece of medical imaging software. -The terms of the federal award neither compel nor empower the University to take ownership of the copyright in the resultant software. -Even so, the University has a policy-based opportunity to require L to assign copyright ownership in the software to the institution since use of the grant funds constitutes "significant use of University resources." -In assessing its rights to request assignment of a copyright because of the use of grant funds, the University will consider requesting assignment only of copyrights to works specified as objectives of the grant-funded work. -In this example, the University would not seek ownership of the copyright in other related works such as journal articles, monographs, or textbooks that may arise from the grant funding since these works are not commonly construed as identified objectives of the grant. -To avoid any dispute, faculty member L should work with the Dean prior to distribution of any grant funds to lay the groundwork for the future resolution of any potential conflicting copyright claims. [VI.B.2.b.(v)]
13. Case C13: Faculty member M is principal investigator of a grant that provides faculty member F with travel funds to visit a library in a foreign country so that F can do research. -Later F produces an article based upon this research. -Even though faculty member F's efforts were supported by a grant, the copyright belongs to F. -Even if preparation of a publication is a specified objective of a grant, the University will not seek assignment of the copyright in that work. [VI.B.2.a]
14. Case C14: Faculty member N begins to create a copyrightable web-based work that will help high school students select a college. -After three months, N realizes that the work cannot be completed without substantial use of University staff computer experts. -N requests and receives permission to have access to this expertise. -Faculty member N would have been entitled to the copyright in work under this policy if there had been no infusion of substantial resources. -However, because of the infusion of University resources, the University may have a claim. -Faculty member N should consult with the Dean at the time assistance is requested to lay the groundwork for the future resolution of any potential conflicting copyright claims. [VI.B.2.b.(v)]

15. Case C15: A professional staff writer, O, at the University prepares original text for a brochure describing research in a college.- Even though O prepared original text, the University owns the copyright in the brochure material since it is a reasonably expected product of O's employment. [VI.B.2.b.(v)]
16. -Case C16: Undergraduate student P is an hourly-wage, graphics designer in a University unit. In the course of this work, P prepares a poster for an institutional lecture series. -Even though P is a student, the University owns the copyright in the poster design since it was prepared as a consequence of P's employment by the institution and not as part of P's educational pursuits. [VI.B.2.b.(v)]
17. Case C17: Faculty Q receives a faculty research grant of \$6,000 that allows the faculty member to travel to several major libraries for researching a segment of Civil War history. -Eventually, Q uses the material gained from this research in the preparation and subsequent publication of a monograph published by Academic Press at no expense to the University. -Even though some assistance came from a faculty research grant, Q owns the copyright and may convey right of license to the press in return for royalties. -The University has no claim on royalties of this publication. [VI.B.2.a and VI.B.2.b.(v)]
18. Case C18: Faculty R creates a learning module while teaching an online course at the University that R later sells to an online textbook publisher.- R owns the copyright on the module and rights to profits, but the University retains an ownership interest and right to use the module, but only if the module was created under a specific agreement or using significant University resources. [VI.A.3.b.(ii) and VI.B.2.a.]
19. Case C19: -Faculty Member S develops an online class for the University.- Per course Faculty Member T teaches one section of the online class for the University.- S holds the copyright, the University holds a license, and T has a license to use the content to teach the course at the University.- T takes the content of the course developed by S to another institution. T has violated both the MSU Creation of Intellectual Property Policy and the MSU Use of Copyright Policy. [I. and VI.B.2.a]
20. Case C20: Faculty U writes a textbook using a University office, computer, software, internet connection, e-mail, phone, and basic office support.- U retains all rights to the book and can assign the copyright to a publisher and retain all royalties. [VI.B.2.a]
21. Case 21: Faculty V develops handouts for a multi-section course, using a University office, computer, software, internet connection, e-mail, phone, and basic office support.- The course normally has several sections taught by different instructors, but other than a common syllabus and common exams, each instructor works independently.- V retains all rights to the handouts. [I, VI.B.1 and VI.B.2.B.vi]
22. Case 22: Faculty W develops laboratory write-ups for a multi-section laboratory course, using a University office, University laboratory space, computer, software, internet connection, e-mail, phone, and basic office support.- The laboratory is normally taught by several different instructors using the same instructional materials for the laboratory.- W retains ownership of the materials, but the University maintains a license to use the materials for internal use. [VI.B.2.B.vi]

* Thank you to the University of Iowa for allowing the use of their Intellectual Property Policy in developing the Missouri State revised policy.

VII. Faculty Workload Policy

A. Definitions

The term "Equated hours" is used to refer both to credit hours of teaching and to time assigned to activities that are equivalent to credit hours of teaching. The work involved in any activity worth three equated hours will have been determined to be equivalent to the work involved in having sole responsibility for instructing a one semester non-laboratory three-hour undergraduate class with

enrollment at typical numbers or with responsibilities that do not significantly increase normal workload.

“Standard workload” is 24 equated hours across an academic year (Fall and Spring) with the exception of instructors without a service component and research-active faculty. For research-active faculty, “standard workload” should approximate 18 equated hours across an academic year (Fall and Spring), subject to college-specific guidelines. The conceptual framework for this standard workload is a total workload of 30 equated hours with six equated hours being allocated for maintaining currency in one’s field, advising duties, and normal department, college, and University service activities. The reference to standard workload in this policy is only applicable to nine month academic appointments.

“Overload” is determined by evaluating the workload assigned to a faculty member in relation to the standard workload as configured for that faculty member. Thus, if a faculty member with a typical nine-hour semester teaching load is asked to teach additional coursework during a semester, then that faculty member’s workload might be considered overloaded. However, even within a department all courses are not automatically equal.

B. Reason or purpose for the policy

Missouri State University recognizes and supports the important work that faculty members do in and outside of the classroom to impact academic disciplines, students, the University, and communities. In support of that commitment, the following workplace policy was drafted to guide department, college, and University decisions related to the fair and prudent allocation of faculty workload.

C. Policy statement

All ~~seven-academic~~ colleges and the Library are required to create and maintain a workload policy approved by the Provost that defines the appropriate teaching load equivalence of courses and teaching-related activities (including contact hours) and define what constitutes “research active” faculty. In constructing these policies, the college/units are expected to use selected terms and definitions outlined in this document. ~~Academic –departments–Units~~ may develop their own workload policies, but the policies must align with the college/unit level plan. These terms include “equated hours,” “standard workload,” and “overload.”

“Equated hours” is used to refer both to credit hours of teaching and to time assigned to activities that are equivalent to credit hours of teaching. The work involved in any activity worth three equated hours will have been determined to be equivalent to the work involved in having sole responsibility for instructing a one semester non-laboratory three-hour undergraduate class with enrollment at typical numbers or with responsibilities that do not significantly increase normal workload. Academic ~~Department–Unit~~ policies regarding how equated hours are assigned to particular activities are to receive majority approval in departments, be aligned with the college/unit plan and approved by the ~~Department–Head~~AUL and the Dean/Director. The process for creating the workload policy should be transparent. Changes made to the college/unit and/or Academic ~~DepartmentUnit~~ workload policies by any level of academic leadership should be documented,

made available, and communicated to the faculty impacted by the change. All college/unit and/or Academic ~~Unit Department~~-workload policies must be posted on their respective websites upon Provost approval of the college/unit level plans. Workload policies must be reviewed every three years at both the college/unit and Academic ~~Department Unit~~ level with applicable.

“Standard workload” is 24 equated hours across the academic year with the exception of instructors without a service component. The conceptual framework for this standard workload is a total workload of 30 equated hours with six equated hours being allocated for maintaining currency in one’s field, advising duties, and normal ~~departmentacademic unit~~, college, and University service activities. The departmentally-approved activities of each faculty member will often vary, and in many cases the standard workloads for individual faculty members will also vary. Research-active faculty members are typically granted a three-hour reassignment per semester to promote scholarly endeavors at the University, resulting in an equated 18-hour instructional workload for an academic year. Research and other agreed upon activities are negotiated between the ~~Department HeadAUL~~ and the faculty member, with the approval of the College Dean/Director.

The University supports rigorous curriculum at both the undergraduate and graduate levels and clearly and strongly supports faculty involvement in mentoring student research. Thus, the construction of viable workload policies, equitable both within and between colleges/units and/or departments, requires that workload policies address specific courses and the workload of each, program development, coordination, and supervision, individualized research or readings supervision, thesis supervision, extensive off-campus travel associated with job duties, and other activities valued by the college and/or ~~department-academic unit~~ that increase a faculty members workload (i.e., as measured in equated hours).

“Overload” is determined by evaluating the workload assigned to a faculty member in relation to the standard workload as configured for that faculty member. Thus, if a faculty member with a typical nine-hour semester teaching load is asked to teach additional coursework during a semester, then that faculty member’s workload would be considered overloaded. Any faculty member with a workload assignment that exceeds, according to college/~~academic unit and/or Academic Department~~-workload policy, 25 equated hours shall be compensated for being on overload status. It may be reasonable, that as a function of college/unit and/or ~~departmental-academic unit~~ workload policies, a faculty member’s standard instructional load may deviate one to two hours above or below nine hours for research active faculty and 12 hours of non-research active faculty. Where a minority of the faculty is performing duties that substantially increase their workload, it is the Department Head’s responsibility to ensure the policy is fair and equitable.

Faculty members who are requested to teach overload course assignments have the right to refuse such assignments. If a faculty member chooses to accept an overload assignment, then that faculty member is entitled to overload compensation, to future workload reductions, or to another compensation arrangement mutually acceptable to the faculty member and Department Head. Faculty who receive overload compensation will receive a minimum instructional salary based on a scale of 2 1/2% of a nine month base salary per credit hour unless otherwise negotiated with the unit’s direct academic administrator or College Dean. Faculty who choose to accept an overload

assignment will be permitted to renegotiate prior established merit weights for teaching, research, and service if applicable.

If a substantial proportion of faculty disagrees with the content of the college/unit and/or department policy or with changes made to the policy by the ~~Department Head~~[AUL](#) or College Dean they should attempt to resolve differences of opinion with the focal/relevant academic administrator. If a resolution is not possible then the faculty member may submit a written appeal to the Provost for consideration. Faculty who believe the college/unit and/or Academic ~~Department~~[Unit](#) policy is not being applied equitably may use the normal appeals process outlined in the [Faculty Handbook](#).

Line of authority

Responsible administrator and office: Provost, Provost Office

Effective Date

Presidential approval: August 7, 2020

APPENDIX B

MISSOURI STATE UNIVERSITY-FINANCIAL EXIGENCY POLICY

The University's primary mission is to develop educated persons by transmitting and producing knowledge. The core function of the University is defined by its mission and, therefore, resides in programs of study and the courses of which they are composed which lead to certification that graduating students have attained an acceptable level of general knowledge and discipline-specific competence. Because the University receives public support and student fees for performing this primary activity, the overarching principle which guides the University in times of financial stringency and exigency through the application of this policy is that the University will first significantly reduce expenditures that subsidize university programs and activities which do not directly contribute to the development of educated persons.

Because of the centrality of University faculty to its primary mission, a financial exigency should be declared only when there is a financial crisis of such magnitude that all other reasonable measures have been taken and there is no reasonable alternative to termination of University employees. No faculty member's employment may be terminated or academic program eliminated for reason of financial exigency absent the declaration of financial exigency by the Board of Governors.

The University engages in continuing reallocation of resources which is unconnected to financial exigency. Sometimes such reallocation may include the relocation or dismissal of personnel or the restructuring of units to serve better the mission of the University. It is expected that these actions will continue during periods of financial stringency and exigency. Such reallocation shall occur with all applicable shared governance procedures as detailed in Section 14 of the Faculty Handbook.

Pre-Exigency Deficit-Reduction Measures: When the Administration declares that it has compelling reason to believe that the University may soon enter a period of financial exigency, or immediately after the President is advised by the Chief Financial Officer that the University will shortly enter a state of financial exigency, whichever comes first, the President shall within two calendar days convene a forum made up of delegations from the Executive Committees of the Faculty, Student, and Staff Senates and representatives of the Administration, with each of the four delegations to consist of five persons. Each delegation shall be afforded immediate access to all relevant financial and budgetary information of the University which relates to the possible exigency. Each delegation would have a single vote. The President of the University will preside at the forum and may participate openly in its discussions and deliberations, but the President will not be considered to be a voting member of any of the four delegations. The forum will be open to the public, though the public will not participate in the discussion.

The forum meeting must determine what measures have been taken, what reasonable further measures short of faculty employment termination ought to be taken, and the amount of the remaining projected deficit, if any. Such expenditure reduction and revenue enhancement measures to be considered should include, but not be limited to, the following (no priority implied): increases in student fees, tuition, and surcharges; increases in charges of rentals, tickets, and retail items; consolidation of administrative functions; salary holdbacks (temporary salary reductions to be repaid); freezing of open administrative, staff and faculty positions; incentives to early retirement; curtailment or elimination of selected non-academic programs, including selected athletic programs; curtailment or elimination of selected student services, including selected scholarships; increased economy in operations and support services and prudent reductions in physical plan expenditures; a moratorium on plant construction.

In addition, the forum must advise the President as to whether the Board of Governors should be asked to declare a state of financial exigency.

Declaration of Exigency: If the President determines, after having given full weight to the findings of the forum, that all reasonable measures to improve the financial situation have been taken and that the situation cannot be alleviated

by less drastic means than a declaration of a state of financial exigency, then the President shall submit a recommendation to the Board of Governors for such a declaration. Accompanying this recommendation shall be a report detailing the rationale for this declaration. This report shall list each recommendation of the forum which has been implemented or endorsed and should explain why any remaining recommendations have not been implemented or endorsed. The Board shall receive, orally and in writing, alternative recommendations from each delegation if offered. Taking into account the findings of the forum, the Administration's recommendations, and alternative recommendations if any are received, the Board must either declare a state of financial exigency or direct the President to take further steps to increase revenues or decrease expenditures short of terminating the employment of faculty members.

Exigency Deficit-Reduction Measures: If the Board declares a state of financial exigency, the Administration must expeditiously (within two days of Board action) convene another forum of the same composition described above to consider means of eliminating the remaining deficit which will, to the greatest extent possible, maintain the credit hour production in courses which meet the four criteria listed below. At this time, in addition to further application of the deficit-reduction and revenue-enhancement measures considered previously, reductions in instructional expenditures will be considered, including the possible elimination of positions within the academic administration, faculty, and staff, consistent with the goal of developing educated persons.

Academic Personnel Reduction During Exigency: If the second forum determines that a reduction in the personnel budget of the Provost must be made, positions within the faculty and academic administration may be identified for elimination in a manner which is distributed across the various colleges without the elimination of programs, or it may be necessary to terminate programs. The distributed cutting of positions is preferable to the elimination of programs because such cutting would least affect the capacity of the University to fulfill its mission. Therefore, the distributed elimination of positions will be given first consideration. Such a distributed elimination of positions would be accomplished through the advice of the Department Heads and Deans. Any distributed elimination of faculty positions would follow the order of consideration in Section 14 of the Faculty Handbook. All faculty whose positions are so terminated would have the rights described in Section 14.

When it becomes apparent to the academic administration that additional distributed cuts will result in an unacceptable reduction in the quality of academic programs, it may become necessary to terminate one or more academic programs as specified below.

Academic Program Elimination During Exigency: Academic programs (as defined in Section 14 of the Faculty Handbook) shall be evaluated for elimination according to four criteria: academic quality; centrality to the University's mission (as described in the current five- or six-year plan); demand for and student enrollment in the program; and cost and cost-effectiveness. The Deans and Provost will create a list of programs that least meet the criteria. The departments containing the listed programs will be immediately notified, and the list will be forwarded to the Executive Committee of the Faculty Senate.

The listed programs will be brought before a special meeting of the Faculty Senate, called in accordance with the Bylaws of the Faculty. The Provost must provide the Faculty Senate with the following: financial information necessary to demonstrate that program terminations are necessary, the total deficit which must be covered by such eliminations, and the projected savings to be realized from the termination of each of the programs presented as candidates for elimination. The Provost must also report the information detailing why the proposed programs least meet the four criteria listed in the preceding paragraph.

During the special meeting, the Senate will hear arguments for and against the elimination of each program presented as a candidate. Those arguments should address the four criteria listed above but are not limited to the four. There will be a Senate vote on each of the programs with a majority vote of the Senators present being sufficient to accept termination of a program. The Senate may also present alternatives to the programs listed by the Provost; however, the departments containing these programs must be given adequate notice before these programs may be brought

before the Senate for debate for possible termination.

If the Senate does not vote to accept termination of enough programs to cover the deficit, the Senate will be called into a second special meeting, within four to seven calendar days, and additional programs which appear least to meet the criteria will be brought forward. Programs which were presented for a vote in the prior meeting but which were not accepted for termination at that time may be revisited.

If again the Senate does not vote to accept termination of enough programs to cover the deficit, the Senate will be called into a third special meeting, within four to seven calendar days. If the Senate still has not agreed to the elimination of sufficient programs by the end of the third special meeting, the administration may recommend termination of the additional programs necessary to meet the deficit.

Approval and Implementation of Exigency Plan: The President will report the plan to meet the exigency at the next meeting of the Board of Governors. This report will include the specific recommendations for the elimination of personnel and programs as determined by the above procedures. The constituent elements of the forum shall also have the right to address the Board through their executive committees, both in writing and in person. The Board of Governors must approve the plan before it may be implemented by the President.

Termination of Exigency: Throughout the period of exigency, the President shall periodically report to the Board on progress made toward alleviating shortfalls and improving financial status. The Board will, at its discretion, declare the end of the exigency. Any of the delegations constituting the forum can petition the Board to declare an end to the exigency.

Post Exigency: After the exigency has been declared over and as financial resources become available, restoration of funds to Academic Affairs will be given priority.

Programs which were eliminated due to exigency may be considered for reintroduction as new programs only through the normal curricular review process as defined in Article VI of the Bylaws of the Faculty.

Amendment of the Missouri State University Financial Exigency Policy: This policy will be changed by the University only through the procedures specified for the amendment of the Faculty Handbook (Section 15.2).

III.B.1

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ACTIVITY REPORT NO. 339-25
Approval of Activity Report for the
month of April 2025

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of April 2025, as presented by Planning, Design and Construction, be accepted and approved.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

This report lists activities of Planning, Design and Construction with respect to bids received, notices to proceed, and activity on consultant contracts for projects that are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
PLANNING, DESIGN AND CONSTRUCTION**

April 2025

This report documents activities managed by Planning, Design and Construction for the month of April 2025. The projects listed here are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00. Those project bids, notices to proceed, and activity on consultant contracts are listed on this activity report.

April 22, 2025

**Stadium Seat Back Replacement,
Plaster Stadium**

**Project Budget
\$195,000.00**

A proposal was received to replace the stadium seat backs at Plaster Stadium. Upon approval, a notice to proceed was issued to Hanson Sports/Representing Dant Clayton Corporation in the amount of \$150,351.00.

The proposal received on this project is as follows:

Contractor	Proposal
Hanson Sports	\$150,351.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$0.00
Construction Contracts	\$150,351.00
Project Administration	\$10,000.00
Construction Contingency	\$34,649.00
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	\$0.00
Total Project Budget	\$195,000.00

This project removes and replaces the maroon aluminum bleacher seat backs that are located on the upper tier of the west bleachers at Plaster Stadium. Work is scheduled to be completed during the fall 2025 semester.

Pursuant to RSMo 34.046, which allows Missouri State University to participate in contract agreements established by other public entities, the University is utilizing the Sourcewell Cooperative Contract 081523-DCT with Hanson Sports/Representing Dant Clayton Corporation to perform the work under this contract.

This project will be paid from the Phase Zero – Plaster Stadium Seating budget funded by the President’s Program Enhancement Fund (\$195,000.00).

Inside and Outside Plant Wiring Contract for Networking and Telecommunications**All Campuses****Project Budget
\$249,000.00**

Approval was granted to increase the total annual expenditure for the remaining renewal available for the Inside and Outside Plant Wiring Contract for Networking and Telecommunications. The intent of this contract is to accomplish all cabling and termination hardware / equipment required to support building-to-building and internal voice and data services on the Missouri State University campuses. The cumulative total of all individual projects awarded under this contract has been limited to \$100,000.00 per year. After issuing the fourth of five available renewals for this contract, it was determined that the annual limit should be increased to meet the needs of the University. It is recommended that the cumulative total of all individual projects awarded under this contract be increased to \$249,000.00 per year. No additional work will be awarded if the limit of \$249,000.00 is reached. Upon approval, a notice to proceed was issued to Pitt Technology Group. Each project awarded under this contract will be funded by its own financial plan that will be established on a per project basis.

April 29, 2025**Second Floor Entry Renovation,
Plaster Stadium****Project Budget
\$230,000.00**

A proposal was received to renovate the second-floor entry at Plaster Stadium. Upon approval, a notice to proceed was issued to Bales Construction Company, Inc. in the amount of \$141,677.00.

The proposal received on this project is as follows:

Contractor	Proposal
Bales Construction Company, Inc.	\$141,677.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$0.00
Construction Contracts	\$141,677.00
Project Administration	\$14,167.70
Construction Contingency	\$39,155.30
Furniture, Fixtures, and Equipment	\$35,000.00
Telecommunications	\$0.00
Relocation Costs	<u>\$0.00</u>
Total Project Budget	\$230,000.00

This project upgrades finishes and branding in the second-floor corridor and entryway of the west grandstand in Plaster Stadium. Upgrades include new ceilings, lighting, paint, flooring, and vinyl graphics. Work is scheduled to be completed during the fall 2025 semester.

This project will be paid from the Plaster Second Floor Branding budget funded by President's Program Enhancement Fund (\$230,000.00).

**Replace Existing Rigging,
Hammons Hall for the Performing Arts**

**Project Budget
\$225,000.00**

A proposal was received to replace the existing rigging at Hammons Hall for the Performing Arts. Upon approval, a notice to proceed was issued to Bales Construction Company, Inc. in the amount of \$215,180.88.

The proposal received on this project is as follows:

Contractor	Proposal
Bales Construction Company, Inc.	\$215,180.88

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$0.00
Construction Contracts	\$215,180.88
Project Administration	\$2,169.65
Construction Contingency	\$7,649.47
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	<u>\$0.00</u>
Total Project Budget	\$225,000.00

This project removes and replaces the existing shell rigging and provides electrical wiring updates for the new rigging at Hammons Hall for the Performing Arts. Work is scheduled to be completed during the summer 2025 semester.

This project will be funded by the Juanita K. Hammons Hall Operations (\$225,000.00) budget.

III.B.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ACTIVITY REPORT NO. 340-25
Approval of Activity Report for the
month of May 2025

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of May 2025, as presented by Planning, Design and Construction, be accepted and approved.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

This report lists activities of Planning, Design and Construction with respect to bids received, notices to proceed, and activity on consultant contracts for projects that are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00.

It is recommended that the attached report be accepted.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
PLANNING, DESIGN AND CONSTRUCTION**

May 2025

This report documents activities managed by Planning, Design and Construction for the month of May 2025. The projects listed here are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00. Those project bids, notices to proceed, and activity on consultant contracts are listed on this activity report.

May 20, 2025

**FY25 Parking Lot Maintenance,
Springfield Campus**

**Project Budget
\$240,000.00**

Bids were received for FY25 parking lot maintenance on the Springfield Campus. Upon approval, a notice to proceed was issued to Springfield Striping and Sealing in the amount of \$199,437.72.

The bids received on this project are as follows:

Contractor	Base Bid	Alt. 1	Alt. 2	Total (Base Bid + Alt. 2)
Springfield Striping & Sealing	\$190,604.52	\$44,677.90	\$8,833.20	\$199,437.72
Ball Paving, Inc.	\$215,900.00	\$44,790.00	\$2,640.00	\$218,540.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$0.00
Construction Contracts	\$199,437.72
Project Administration	\$10,804.80
Construction Contingency	\$29,757.48
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	\$0.00
Total Project Budget	\$240,000.00

This project will include repair and maintenance work for various parking lots on the Springfield campus. Work includes removing and replacing small sections of asphalt that are broken, spalling, cracked, or deteriorating. After parking lot repairs are complete, each lot will be crack filled, sealed, and restriped. Work is scheduled to be completed by the fall 2025 semester.

Alternate 2 will provide work on lot 10A. This alternate is being accepted.

Alternate 1 would have provided work on lot 3. This alternate is not being accepted due to cost.

Unit prices were also received during bidding, and additional site work may be addressed based on unit prices as needs and funding are identified.

This project will be paid from the FY25 Parking Lot Maintenance budget funded by the Parking Services (\$230,000.00) and Networking and Telecommunications – Operating (\$10,000.00) budgets.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1786-25
Approval of Actions Concerning
Academic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for academic employees, as itemized below, are hereby approved.

RANKED FACULTY APPOINTMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Tate Aldrich	Assistant Professor English	\$62,000 annually	08/11/25
Kathleen Church	Assistant Professor Biology	\$70,000 annually	08/11/25
Chelsea Krueger	Assistant Professor School of Mental Health & Behavioral Sciences	\$59,000 annually	08/11/25
Chang Hoon Lee	Assistant Professor School of Health Sciences	\$65,000 annually	08/11/25
Zonghui Li	Assistant Professor Management	\$135,000 annually	08/11/25
Jessica Madden	Assistant Professor Theatre & Dance	\$64,000 annually	08/11/25
Aaron Mayer	Assistant Professor Theatre & Dance	\$68,750 annually	08/11/25
Jay Osborne	Instructor Greenwood	\$52,000 annually	08/11/25
Elizabeth Reger	Assistant Professor School of Construction, Design & Project Management	\$87,000 annually	08/11/25
Leah Washburn	Assistant Professor English	\$62,000 annually	08/11/25
Lauren White	Assistant Professor Music	\$60,000 annually	08/11/25

Johannes Strobel	Dean of the Graduate College Graduate College Professor with Tenure School of Special Education, Leadership & Professional Studies (12-month appointment)	\$175,000 annually	08/18/25

UNRANKED FACULTY APPOINTMENTS (Term):

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Funmilayo Adeshakin	Instructor School of Health Sciences	\$47,500 annually	08/11/25 05/08/26
Savannah Clark	Clinical Assistant Professor School of Anesthesia	\$180,000 annually	08/11/25 05/08/26
Courtney Coleman	Visiting Assistant Professor Biology	\$68,000 annually	08/11/25 05/08/26
Nicholas Fleece	Instructor Mathematics	\$46,000 annually	08/11/25 05/08/26
Nadje Najar	Visiting Assistant Professor Biology	\$68,000 annually	08/11/25 05/08/26
Jacob Uhler	Instructor Finance, Economics & Risk Management	\$56,000 annually	08/11/25 05/08/26
Yuxue Wang	Instructor Information Technology & Cybersecurity	\$53,500 annually	08/11/25 05/08/26
Conner Wilkinson	Instructor Information Technology & Cybersecurity	\$53,500 annually	08/11/25 05/08/26
Justin Wittrock	Visiting Assistant Professor Physics, Astronomy & Material Sciences	\$60,000 annually	08/11/25 05/08/26

(See Addendum A for Per Course Faculty Appointments)

(See Addendum B for Summer Appointments)

(See Addendum C for Supplemental Payments)

(See Addendum D for Graduate Teaching Assistant Appointments)

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Bryan Jennings	Associate Professor Art & Design	07/31/25
Vicki McNamara	Instructor School of Special Ed. Leadership & Professional Studies	07/31/25
Samantha Tjaden	Assistant Professor Criminology & Criminal Justice	07/31/25
Haiying Yang	Assistant Professor Marketing	07/31/25
Katelyn Booth	Senior Instructor School of Hospitality & Agricultural Leadership (12-month appointment)	09/01/25

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Crystal Dicke	Associate Professor Library	07/31/25
Janelle Flanders	Instructor Greenwood Laboratory School	07/31/25
John Galvan	Assistant Professor Marketing	07/31/25
Kristy Gilmore	Instructor Greenwood Laboratory School	07/31/25

James Hutter	Associate Professor School of Hospitality & Agricultural Leadership	07/31/25
Jill Martin	Instructor Greenwood Laboratory School	07/31/25
Darren Taylor	Instructor Greenwood Laboratory School	07/31/25
Karl Wilker	Research Professor School of Agricultural Science & Conservation	07/31/25
Gary Webb	Professor School of Agricultural Science & Conservation	12/31/25

SABBATICALS:

The faculty members listed below are recommended for sabbatical leave. Faculty members receive full pay for leave of one semester or half to three-fourths pay for leave of full academic year.

Joshua Albers	Associate Professor Art & Design Academic Year 2025/2026 Investigation of innovative applications for radiance fields in experimental animation, 3D scanning, and real-time interactive environments.
Antoinette Barffour	Associate Professor Languages Cultures & Religions Fall 2025 Developing effective bilingual education programs in Sub-Saharan Africa: Implications for colonial (French, English, Portuguese) and indigenous African languages.
Tiglet Besara	Associate Professor Physics, Astronomy & Materials Science Spring 2026 Exploration of magnetism and structure of novel quantum materials.

Chloe Bolyard	Associate Professor School of Teaching, Learning & Developmental Science Fall 2025 Co-Teaching for an Early-Career Teacher: Influences on Culturally Responsive Teaching in Elementary Classrooms.
Tammi Davis	Associate Professor School of Teaching, Learning & Developmental Science Spring 2026 The Mentoring Impact: Tracking Novice Teachers Through Their Initial Years.
Jessica Elliott	Assistant Professor History Academic Year 2025/2026 Religious identity and conversation in medieval Northern France.
Laura Hart	Associate Professor Sociology, Anthropology & Gerontology Fall 2025 Working with the Homeless Youth, Risk and Identify/Fine Visual Arts & Pedagogy project.
Andrew Homburg	Professor Music Spring 2026 Guitar for the Music Educator. Text & Research.
Angela Hornsby-Gutting	Associate Professor History Academic Year 2025/2026 Writing a book under contract with the University of Illinois Press, under the Economic Cooperatives Founded by African American Women during the Great Depression.
Bernard Kitheka	Associate Professor School of Earth, Environment & Sustainability Fall 2025 Research study on role of governance in sustainable tourism development "EAC".

Siming Liu	Associate Professor Computer Science Spring 2026 Advancing cooperative robots research, submitting a proposal to a DoD agency.
Jonathan Mabee	Associate Professor Communication, Media, Journalism & Film Fall 2025 “The Captains Rangers” Full-Cast Narrative podcast audio production.
Gary Meints	Professor Chemistry & Biochemistry Fall 2025 Using biophysical methods for evaluating DNA repair processes.
Xin Miao	Professor School of Earth, Environment & Sustainability Fall 2025 Develop a specialized AI model tailored for high spatial resolution segmentation of Arctic Sea ice imagery.
Babur Mirza	Associate Professor Biology Fall 2025 Mastering integrated microbial genomes & microbiomes (IMG) tools from JGI to advance research & teaching.
Kennedy Ongaga	Associate Professor School of Special Ed. Leadership & Professional Studies Fall 2025 Strengthening International Collaboration through Research, Teaching & Mentorship at Meru University of Science & Technology in Kenya.
David Perkins	Associate Professor School of Earth, Environment & Sustainability Spring 2026 Survey analysis of tourists & their relationships with outdoor atmospheric & Seasonal environments.

Allison Storochuk	Professor Music Fall 2025 A pre-college preparatory handbook. Improving Recruitment & Retention.
Kanu Priya Tapis	Associate Professor Management Fall 2025 Dark Tetrad & Leadership (A Comparative Analysis of Ethical Decision-Making)
Christine Wright	Associate Professor School of Teaching, Learning & Developmental Science Academic Year 2025/2026 Exploring Impacts of Place-Based & Global Learning: Connecting Students from The Ozarks with Students in Tanzania.

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Rachel Besara	Interim Dean	Continuation of	07/01/25
	Professor	Appointment	07/14/25
	Libraries		
Mitzi Kirkland-Ives	From: Professor	Status Change	07/01/25
	Art & Design		06/30/26
	\$81,305 annually		
	To: Interim Department Head		
	Professor		
	Art & Design		
	\$81,305 annually		
	(\$3,500 monthly supplemental)		

Kyler Sherman-Wilkins	From: Associate Professor Sociology & Anthropology & Gerontology \$78,182 annually To: Interim Department Head Associate Professor Sociology & Anthropology & Gerontology \$78,182 annually (\$3,000 monthly supplemental)	Status Change	07/01/25
James Cameron	From: Associate Professor Music To: Faculty Emeritus Music	Status Change	08/01/25
Crystal Dicke	From: Associate Professor Library To: Faculty Emeritus Library	Status Change	08/01/25
Carrisa Hoelscher	Associate Dean Graduate College Associate Professor Communication From: \$110,313 annually To: \$130,000 annually	Salary Adjustment	07/01/25
James Parsons	From: Distinguished Professor Music To: Faculty Emeritus Music	Status Change	08/01/25
Vonda Yarberry	From: Department Head Professor Art & Design To: Faculty Emeritus Art & Design	Status Change	08/01/25

Alisha Tuttle	From: Clinical Assistant Professor School of Nursing \$80,000 annually (12-month appointment)	Status Change & Salary Adjustment	08/11/25
	To: Clinical Assistant Professor School of Nursing \$71,585 annually (9-month appointment)		

REAPPOINTMENTS:

Non-tenured, unranked faculty, effective August 11, 2025 through May 8, 2026, unless otherwise noted.

COLLEGE OF AGRICULTURE

School of Hospitality & Agricultural Leadership

Katelyn Booth	Senior Instructor (07/01/2025 – 06/30/2026)
Matt Bekebrede	Instructor
Nichole Busdieker-Jesse	Senior Instructor
Clara Dickinson	Instructor (07/01/2025 – 06/30/2026)
Wajeana White	Senior Instructor

School of Agricultural Science & Conservation

Li-Ling Chen	Clinical Instructor (07/01/2025 – 06/30/2026)
Cheri Hamilton	Instructor
Natalie Mook	Instructor (07/01/2025 – 06/30/2026)
Shianne Moreland	Instructor (07/01/2025 – 06/30/2026)
Jennifer Morganthaler	Clinical Instructor (07/01/2025 – 06/30/2026)
Sylvia Petersen	Clinical Instructor (07/01/2025 – 06/30/2026)
Steven Schneider	Instructor (07/01/2025 – 06/30/2026)

REYNOLDS COLLEGE OF ARTS, SOCIAL SCIENCES & HUMANITIES

Department of Art & Design

Kenneth Briggenhorst	Instructor
Megan Frauenhoffer	Instructor
Andrew Goodwin	Artist-in-Residence
Christopher Rodgers	Artist-in-Residence

Department of Communication, Media, Journalism & Film

Allison Coltharp	Senior Instructor
Nora Cox	Senior Instructor
Tyler Curran	Instructor
Jack Dimond	Senior Instructor
Jason Howard	Senior Instructor
Jerri Kyle	Senior Instructor
Taleyna Morris	Senior Instructor
Constance Nelson	Instructor
Kristen StoutHart	Instructor
Heather Walters	Senior Instructor

Department of Criminology & Criminal Justice

Paula Rector	Senior Instructor
Caryn Saxon	Senior Instructor
Ivy Yarckow-Brown	Senior Instructor

Department of English

Angela Bell	Visiting Associate Professor
Sara Burge	Senior Instructor
Joel Coltharp	Senior Instructor
Tracy Dalton	Senior Instructor
Sean Herring	Practitioner-in-Residence
Darcy Hudelson Lewis	Instructor
Amy Knowles	Clinical Assistant Professor
Lori Rogers	Senior Instructor
Keely Scott	Instructor
Judy Tarbox	Senior Instructor
John Turner	Senior Instructor

Department of History

Heather Haynes

Clinical Instructor

Carey Kelley

Instructor

Ryan Smith

Instructor

Department Languages, Cultures & Religion

Amy Artman

Senior Instructor

Melanie Kleeschulte

Instructor

Luis Lombilla

Senior Instructor

Jeffrey Loughary

Instructor

Micki Pulleyking

Senior Instructor

Weirong Schaefer

Senior Instructor

Corinne Shirley

Senior Instructor

J. Dane Wallace

Instructor

Department of Music

Kyle Aho

Senior Instructor

Martin Morrison

Instructor

Parker Payne

Artist-in-Residence

Vicky Scott

Senior Instructor

Department of Political Science & Philosophy

Nick Beatty

Instructor

Michael Boyle

Senior Instructor

Department of Sociology, Anthropology & Gerontology

Jason Shepard

Senior Instructor

Department of Theatre & Dance

Eryn BrooksBrewer

Artist-in-Residence

Kathleen Hains

Artist-in-Residence

Aaron Mayer

Artist-in-Residence

Brandon Russell

Artist-in-Residence

COLLEGE OF BUSINESS

Department of Finance, Economics & Risk Management

Jana Ault-Phillips

Clinical Assistant Professor

Julie Gallaway

Senior Instructor

Jihyun Kim

Instructor

Russell Meek

Senior Instructor

Sandra Meyers
Anthony Naayem

Clinical Assistant Professor
Instructor

Department of Information Technology & Cybersecurity

Michael Albritton
Todd Daniel
Karen Eisman
Amy Hardee
Radhika Kaula
Raju Mainali
Jason Speer
Dustin Steiro
Cathryn Van Landuyt

Instructor
Instructor
Instructor
Instructor
Senior Instructor
Instructor
Instructor
Clinical Assistant Professor
Senior Instructor

Department of Management

Dana Frederick
Katherine Haring

Senior Instructor
Instructor

Department of Marketing

David Hammons
Courtney Pham

Senior Instructor
Senior Instructor

School of Accountancy

Kyle Goodin
Kristin Hamm
Kristen Thornton

Instructor
Instructor
Instructor

School of Construction, Design & Project Management

JaLynn Hill
Katy Jessee
David Joswick
Elena Pathak
Marcianne Patton

Instructor
Instructor
Senior Instructor
Instructor
Senior Instructor

COLLEGE OF EDUCATION

School of Special Education, Leadership & Professional Studies

Marcia Dowdy
Karen Engler

Instructor
Clinical Professor
(07/01/2025 – 06/30/2026)

Michael Goeringer
Annice McLean
Vicki McNamara
Holly Metcalf
Tara Oetting

Kaleigh Pickett
Nathaniel Quinn
Krista Tate

Clinical Assistant Professor
Senior Instructor
Instructor
Clinical Associate Professor
Clinical Professor
(07/01/2025 – 06/30/2026)
Instructor
Senior Instructor
Instructor

School of Teaching, Learning & Developmental Science

Rhonda Bishop
Ellen Fogle
Adriana Howe
Robin Koerber
Courtney Lippe
Debra Price
Kimberly Roam
Melissa Schotthofer
Sara Tipton
V. Jane Ward
Gina Wood

Clinical Assistant Professor
Clinical Instructor
Clinical Instructor
Clinical Assistant Professor
Clinical Instructor
Instructor
Clinical Assistant Professor
Clinical Assistant Professor
Clinical Assistant Professor
Instructor
Clinical Assistant Professor

MCQUEARY COLLEGE OF HEALTH & HUMAN SERVICES

School of Anesthesia

Kati Morgan

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

School of Health Sciences

Natalie Allen
Rebecca Allen

Sarah Bowman
Emery Bryant
Zachary Burt
Jaime Gnau

Nicole Gorley
Kirsten Hatz
Daniela Novotny
Anna McWoods

Clinical Associate Professor
Instructor
(07/01/2025 – 06/30/2026)
Clinical Instructor
Instructor
Senior Instructor
Clinical Assistant Professor
(07/01/2025 – 06/30/2026)
Senior Instructor
Senior Instructor
Senior Instructor
Instructor

Tara Stulce
Stephanie Urich

Clinical Assistant Professor
Clinical Instructor

School of Health Care Professions

Sarah Barber

Clinical Professor
(07/01/2025 – 06/30/2026)

Edith Bobbitt-Boyce

Clinical Professor
(07/01/2025 – 06/30/2026)

Tara Boehne

Clinical Associate Professor
(07/01/2025 – 06/30/2026)

Kimberly Cook

Clinical Associate Professor
(07/01/2025 – 06/30/2026)

Traci Garrison

Clinical Associate Professor
(07/01/2025 – 06/30/2026)

Kimberly Ireland

Clinical Associate Professor
(07/01/2025 – 06/30/2026)

Lauren Jones

Clinic Director
(07/01/2025 – 06/30/2026)

Sarah Jones

Clinical Associate Professor
(07/01/2025 – 06/30/2026)

James Keaton

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Allan Liggett

Clinical Professor
(07/01/2025 – 06/30/2026)

Rachel Moore

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Jennifer Pratt

Clinical Professor
(07/01/2025 – 06/30/2026)

Diderika Telting

Program Director
(07/01/2025 – 06/30/2026)

School of Mental Health & Behavioral Science

Heather Eckhart

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Hannah Harris

Instructor
(07/01/2025 – 06/30/2026)

Salina Bollinger

Clinical Assistant Professor

Amelia Chenoweth

Senior Instructor

Natalie Curry

Clinical Associate Professor

Kelly Dudley

Clinical Assistant Professor

Wendy Jackson

Clinical Assistant Professor

Stacy Johnson
Regina Russell
Tanya Whipple

Clinical Instructor
Clinical Associate Professor
Senior Instructor

School of Nursing

Kathryn Adams

Clinical Associate Professor
(07/01/2025 – 06/30/2026)

Alison Alaimo

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Yvonne Callahan

Clinical Assistant Professor

Karla Conner

Clinical Assistant Professor

Helena Cox

Clinical Assistant Professor

Alyssa Dieterich

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Ronda Entlicher-Stewart

Clinical Assistant Professor

Rebecca Johnson

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Tyler Johnson

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Alisha Jones

Clinical Associate Professor

Emily Nemeth

Clinical Assistant Professor

Sherri Ramirez

Clinical Assistant Professor

Ami Rohr

Clinical Assistant Professor

Maria Shade

Clinical Assistant Professor

Ashley Simpson

Clinical Assistant Professor
(07/01/2025 – 06/30/2026)

Alisha Tuttle

Clinical Assistant Professor

Tammy Yoes

Clinical Assistant Professor

COLLEGE OF NATURAL & APPLIED SCIENCES

Department of Biology

Laura Bowe

Senior Instructor

Angela Plank

Senior Instructor
(07/01/2025 – 06/30/2026)

Tara Herring

Senior Instructor

Tina-Maria Hopper

Senior Instructor

Melissa Schoeben

Instructor

Department of Chemistry & Biochemistry

Brian High	Senior Instructor

Department of Mathematics

Joann Barnett	Senior Instructor
Patti Blanton	Senior Instructor
Robert Bunn	Instructor
Jacob Miles	Instructor
Shellie Myers	Instructor
Gary Stafford	Senior Instructor
Kimberly Van Ornum	Senior Instructor
Fan Zhou	Senior

Department of Physics, Astronomy & Materials Science

Devon Romine	Instructor

School of Earth, Environment & Sustainability

Damon Bassett	Senior Instructor
Melanie Carden-Jessen	Senior Instructor

GRANTED TENURE:

(Effective August 11, 2025, unless otherwise noted)

COLLEGE OF AGRICULTURE

School of Hospitality & Agricultural Leadership

Christine Sudbrock	Assistant Professor

REYNOLDS COLLEGE OF ARTS, SOCIAL SCIENCES & HUMANITIES

Department of Communication, Media, Journalism & Film

Cristina Pippa	Assistant Professor

Department of English

Jennifer Murvin	Assistant Professor

Department of Sociology, Anthropology & Gerontology

Herbert Rodrigues	Assistant Professor

Department of Theatre & Dance

Azaria Baggett

Assistant Professor

Michelle Harvey

Assistant Professor

COLLEGE OF BUSINESS

Department of Finance, Economics & Risk Management

Megan Ramsey

Assistant Professor

Department of Management

Daniel Goering

Assistant Professor

COLLEGE OF EDUCATION

School of Teaching, Learning & Developmental Science

Lindsey Murphy

Assistant Professor

MCQUEARY COLLEGE OF HEALTH & HUMAN SERVICES

School of Health Sciences

James Brooks

Assistant Professor

Stacy Goddard

Assistant Professor

Hillary Roberts

Assistant Professor

School of Mental Health & Behavioral Science

Michele Brown

Assistant Professor

Ashley Houston

Assistant Professor

School of Nursing

Cynthia Aurentz

Assistant Professor

(07/01/2025)

Diane Smith

Assistant Professor

COLLEGE OF NATURAL & APPLIED SCIENCES

Department of Biology

Avery Russell

Assistant Professor

Department of Chemistry & Biochemistry

Natasha DeVore

Assistant Professor

Department of Mathematics

Do, Ngoc

Assistant Professor

PROMOTIONS:

Change of academic rank (new rank indicated)

(Effective August 11, 2025 unless otherwise noted)

COLLEGE OF AGRICULTURE

School of Hospitality & Agricultural Leadership

Albert Barreda

Professor

Christine Sudbrock

Associate Professor

REYNOLDS COLLEGE OF ARTS, SOCIAL SCIENCES & HUMANITIES

Department of Communication, Media, Journalism & Film

Cristina Pippa

Associate Professor

Department of English

Alan Tinkler

Professor

(07/01/2025)

Jennifer Murvin

Associate Professor

Rhonda Stanton

Professor

Department of History

Jessica Elliott

Associate Professor

Department Languages, Cultures & Religion

Heidi Backes

Professor

Jeffrey Loughary

Senior Instructor

Vanessa Rodriguez de la Vega

Professor

Tonia Tinsley

Professor

Department of Sociology, Anthropology & Gerontology

Herbert Rodrigues

Associate Professor

Department of Theatre & Dance

Azaria Baggett

Associate Professor

Michelle Harvey

Associate Professor

COLLEGE OF BUSINESS

Department of Finance, Economics & Risk Management

Megan Ramsey

Associate Professor

Department of Information Technology & Cybersecurity

Raju Mainali

Senior Instructor

Department of Management

Daniel Goering

Associate Professor

School of Accountancy

Kimberly Church

Professor

(07/01/2025)

Kristen Thornton

Senior Instructor

COLLEGE OF EDUCATION

School of Special Education, Leadership & Professional Studies

Kayla Robinson

Professor

(07/01/2025 – 06/30/2026)

School of Teaching, Learning & Developmental Science

Lindsey Murphy

Associate Professor

Melissa Schotthofer

Clinical Associate Professor

MCQUEARY COLLEGE OF HEALTH & HUMAN SERVICES

School of Health Sciences

Emery Bryant	Senior Instructor
Stacy Goddard	Associate Professor
Anna McWoods	Senior Instructor
Hillary Roberts	Associate Professor
Tara Stulce	Clinical Associate Professor
Scott Zimmerman	Professor

School of Health Care Professions

Ashlea Cardin	Professor (07/01/2025)
Sapna Chakraborty	Professor (07/01/2025)
Wafaa Kaf	Distinguished Professor

School of Mental Health & Behavioral Science

Michele Brown	Associate Professor
Christie Cathey	Professor
Michael Clayton	Professor
Leslie Echols	Professor
Ashley Houston	Associate Professor
Amanda Keys	Professor
Regina Russell	Clinical Professor

School of Nursing

Cynthia Aurentz	Associate Professor (07/01/2025)
Karla Conner	Clinical Associate Professor
Alyssa Dietrich	Clinical Associate Professor (07/01/2025)
Ronda Englicher-Stewart	Clinical Associate Professor
Ami Rohr	Clinical Associate Professor
Maria Shade	Clinical Associate Professor
Ashley Simpson	Clinical Associate Professor (07/01/2025)
Diane Smith	Associate Professor
Lori Taula	Clinical Assistant Professor

COLLEGE OF NATURAL & APPLIED SCIENCES

Department of Biology

Avery Russell

Associate Professor

Department of Chemistry & Biochemistry

Natasha DeVore

Associate Professor

Department of Mathematics

Ngoc Do

Associate Professor

Steven Senger

Professor

Patrick Sullivan

Professor

LIBRARY SERVICES

Department of the Library

Jessica Bennett

Professor

(07/01/2025)

Raegan Wiechert

Associate Professor

Tim Francka
Board Chair

Passed at the meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

ADDENDUM A

The following have been appointed as Per Course Faculty for the fall semester: August 11, 2025 through December 12, 2025.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ampleman, James	Marketing	\$4,000.00
Athmer, Keith	Information Tech & Cybersecurity	\$8,000.00
Barragan, Kimberly	School-Mental Health & Behavior Sci	\$2,445.00
Bench, Lucas	Information Tech & Cybersecurity	\$3,000.00
Bettmann, Theresa	School-Mental Health & Behavior Sci	\$2,445.00
Blackwell, Taylor	Information Tech & Cybersecurity	\$3,000.00
Bodenstein, Amanda	History	\$4,500.00
Chapman, Doren	Art & Design	\$2,448.00
Djordjevic, Vladan	Art & Design	\$5,568.00
Duffel, Christy	School-Mental Health & Behavior Sci	\$2,445.00
Falconer, Stella	School of Health Sciences	\$3,000.00
Fitzpatrick, Lillian	Art & Design	\$4,896.00
Gales, Nicole	School-Mental Health & Behavior Sci	\$2,445.00
Ghan, Christina	School-Mental Health & Behavior Sci	\$4,890.00
Guillen Gaudens, Trina Gabriela	Graduate College	\$3,500.00
Hampton, Rakeisha	School-Mental Health & Behavior Sci	\$2,445.00
Herrera, Anakaren	School-Mental Health & Behavior Sci	\$2,445.00
Hetzler, Brandon	School of Health Sciences	\$2,500.00
High, Donald	Information Tech & Cybersecurity	\$4,000.00
Hill, Molly	School-Mental Health & Behavior Sci	\$2,445.00
Hopp, Taylor	School-Mental Health & Behavior Sci	\$4,890.00
Ison, Johnique	School-Mental Health & Behavior Sci	\$2,445.00
Johns, Justin	School-Mental Health & Behavior Sci	\$2,445.00
Johnson Chester, Joni	School-Mental Health & Behavior Sci	\$4,890.00
Kent, Jennifer	School-Mental Health & Behavior Sci	\$4,890.00
Lee, Monica	School-Mental Health & Behavior Sci	\$2,445.00
Lukavich, Andrew	Information Tech & Cybersecurity	\$8,000.00
McCarty, Abigail	School-Mental Health & Behavior Sci	\$2,445.00
McDougall, Irina	Information Tech & Cybersecurity	\$3,000.00
Moore, Paul	School of Health Sciences	\$6,000.00
Newman, Kenneth	Information Tech & Cybersecurity	\$3,000.00
Nichols, Kelley	Finance Economics & Risk Mgmt	\$8,000.00
Paris, Dakota	Criminology & Crim Justice	\$3,000.00
Pettus, Julie	Information Tech & Cybersecurity	\$3,000.00
Phillips, Brianne	School-Mental Health & Behavior Sci	\$4,890.00

Academic Personnel Board Actions, cont'd.

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Pippins, Charlotte	School-Mental Health & Behavior Sci	\$2,445.00
Potter, Ethan	School-Mental Health & Behavior Sci	\$4,890.00
Rutherford, James	Art & Design	\$2,448.00
Sly, James	Information Tech & Cybersecurity	\$3,000.00
Wang, Yuxue	Information Tech & Cybersecurity	\$6,000.00
Yaber Oltra, Alvaro	Graduate College	\$3,500.00

ADDENDUM B

The following have been appointed as Summer Faculty for the summer semester: June 2, 2025 through July 31, 2025

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Abbaspour Tzenkhand, Shahabeddin	Mathematics	\$6,000.00
Adamson, Reesha	School-Spec Ed Ldrshp Prof Studies	\$6,218.00
Albritton, Michael	Information Tech & Cybersecurity	\$9,500.00
Ampleman, James	Marketing	\$4,000.00
Atkinson, Jamie	School-Spec Ed Ldrshp Prof Studies	\$10,820.00
Banerjee, Tuhina	Chemistry & Biochemistry	\$7,311.00
Barnett, Joann	Mathematics	\$2,000.00
Barudzic, Nina	TRIO	\$3,084.00
Benzer, Fatih	Art & Design	\$5,161.00
Beranek, Benjamin	Finance Economics & Risk Mgmt	\$1,500.00
Bishop, Rhonda	School-Teaching Learn & Develop Sci	\$2,150.00
Biswas, Animesh	Mathematics	\$6,000.00
Bloom, Melanie	School-Teaching Learn & Develop Sci	\$3,045.00
Bobbitt-Boyce, Edith	School of Health Care Professionals	\$3,000.00
Brunner, Judy	School-Teaching Learn & Develop Sci	\$2,445.00
Bryant, Emery	School of Health Sciences	\$6,333.00
Busdieker-Jesse, Nichole	School of Hospitality & Agriculture Leadership	\$4,990.00
Buyurgan, Nebil	Construction Design & Project Mgmt	\$9,307.00
Callahan, Yvonne	School of Nursing	\$840.00
Carr, W	School of Health Care Professionals	\$9,051.00
Cesare, Alicia	School-Teaching Learn & Develop Sci	\$2,445.00
Chang, Ching-Wen	School-Spec Ed Ldrshp Prof Studies	\$8,100.00
Chenoweth, Amelia	Counseling	\$4,330.00
Christian, McCall	School of Health Care Professionals	\$7,020.00
Chuchiak, John	Honors College	\$13,006.00
Clark, Shannon	School-Teaching Learn & Develop Sci	\$3,045.00
Clawson, Todd	Defense & Strategic Studies	\$7,500.00
Conner, Karla	School of Nursing	\$840.00
Cox, Deborah	School-Mental Health & Behavior Sci	\$2,745.00
Cox, Helena	School of Nursing	\$1,680.00
Craig, Christopher	School-Spec Ed Ldrshp Prof Studies	\$16,000.00
Cunningham, Denise	School-Teaching Learn & Develop Sci	\$2,150.00
Curran, Alexis	School of Nursing	\$840.00
Davis, Joshua	Information Tech & Cybersecurity	\$1,500.00
Derayati, Pouya	Management	\$10,123.00

DeVore, Natasha	Chemistry & Biochemistry	\$5,991.00
Dimond, Jack	Comm Media Journalism & Film	\$4,074.00
Drake, Nancy	School of Health Care Professions	\$915.00
Dunn, Amy	School-Teaching Learn & Develop Sci	\$6,090.00
Felton, Ashley	School-Spec Ed Ldrshp Prof Studies	\$3,045.00
Foster, Michael	Faculty Senate	\$6,265.00
	Mathematics	\$3,950.00
Franklin, Keri	English	\$11,662.00
Franklin, Thomas	School of Health Care Professionals	\$20,826.00
Frederick, Dana	Management	\$6,740.00
Fuller, Shannon	School-Teaching Learn & Develop Sci	\$3,045.00
Gibson, Hugh	School of Health Sciences	\$12,214.00
Goddard, Stacy	School of Health Sciences	\$2,376.00
Goering, Daniel	Management	\$11,283.00
Goodin, Kyle	School of Accountancy	\$12,654.00
Gordon, Ryan	School of Health Sciences	\$7,854.00
Guney, Selin	Finance Economics & Risk Mgmt	\$13,915.00
Haggard, Dana	Management	\$9,712.00
Hamm, Kristin	School of Accountancy	\$9,750.00
Harbaugh, Adam	Mathematics	\$2,000.00
Hatz, Kristen	School of Health Sciences	\$7,052.00
Hauschildt, Shannon	School of Health Care Professionals	\$3,000.00
Hetzler, Brandon	School of Health Sciences	\$1,000.00
Hetzler, Tona	School of Health Sciences	\$1,500.00
	School of Health Care Professionals	\$7,394.00
Hewitt, Mark	Defense & Strategic Studies	\$7,500.00
Holland, Lydia	School of Health Care Professions	\$915.00
Iqbal, Razib	Computer Science	\$11,941.00
Jones, Alisha	School of Nursing	\$840.00
Jones, Sarah	School of Health Care Professionals	\$3,000.00
Joswick, David	Technology & Construction Mgmt	\$2,353.00
Kado, Takehiro	Biology	\$6,000.00
Kaf, Wafaa	School of Health Care Professionals	\$25,696.00
Keller, Carl	School of Accountancy	\$23,278.00
Kim, Junyoung	School of Health Sciences	\$5,554.00
Kim, Sohee	School of Accountancy	\$15,000.00
Kiras, James	Defense & Strategic Studies	\$17,000.00
Kroll, Tal	School of Accountancy	\$4,200.00
Kyle, Jerri	Comm Media Journalism & Film	\$4,080.00
Lacobucci, Evan	Schl of Earth Enviro & Sustain	\$6,000.00
Lazic, Gordana	Comm Media Journalism & Film	\$10,000.00

Liggett, Allan	School of Health Care Professionals	\$9,377.00
Ligon, Day	Biology	\$3,000.00
Liu, Siming	Computer Science	\$5,448.00
Lockenvitz, Sarah	School of Health Care Professionals	\$3,482.00
Mantie-Kozlowski, Alana	School of Health Care Professionals	\$9,002.00
Mays, Larry	School of Health Sciences	\$2,459.00
McCluney, Ebony	School of Health Sciences	\$5,061.00
McKinney, Jared	Defense & Strategic Studies	\$7,500.00
McLean, Annice	School-Spec Ed Ldrshp Prof Studies	\$4,264.00
McShan, Keith	School of Health Sciences	\$9,692.00
Moore, Heather	Management	\$3,400.00
Morris, Eric	Comm Media Journalism & Film	\$8,588.00
Mulvenon, James	Art & Design	\$2,448.00
Nemeth, Emily	School of Nursing	\$840.00
Norton, Ginney	School-Spec Ed Ldrshp Prof Studies	\$4,275.00
Obafemi-Ajayi, Tayo	Computer Science	\$5,257.00
Ongaga, Kennedy	School-Spec Ed Ldrshp Prof Studies	\$5,876.00
Onyango, Benjamin	Schl of Hospitality & Agri Ldrs	\$10,157.00
Parker, Lane	Technology & Construction Mgmt	\$4,000.00
Patton, Marciann	Construction Design & Project Mgmt	\$4,602.00
	School of Construction Design & Project Mgmt	\$4,602.00
Piccolo, Diana	School-Teaching Learn & Develop Sci	\$6,748.00
	Computer Science	\$8,656.00
Pickett, Kaleigh	School-Spec Ed Ldrshp Prof Studies	\$3,476.00
Pippa, Christina	Comm Media Journalism & Film	\$10,000.00
Quinn, Nathaniel	School-Spec Ed Ldrshp Prof Studies	\$4,570.00
Ragan, Gay	Mathematics	\$2,000.00
Rahmani, Hazhar	Computer Science	\$6,000.00
Ramirez, Sherri	School of Nursing	\$840.00
Ramsey, Megan	International Business Program	\$21,793.00
Rimal, Arbindra	Schl of Hospitality & Agri Ldrs	\$13,694.00
Roam, Kimberly	School-Teaching Learn & Develop Sci	\$3,000.00
Roberts, Jenifer	Construction Design & Project Mgmt	\$5,917.00
Rohr, Ami	School of Nursing	\$560.00
Santra, Santimukul	Chemistry & Biochemistry	\$20,600.00
Schaefer, Allen	Marketing	\$6,700.00
Schekorra, Jonathan	Marketing	\$3,300.00
Scott, Matthew	School-Mental Health & Behavior Sci	\$3,600.00
Scroggins, Wesley	Management	\$9,852.00
Shade, Maria	School of Nursing	\$840.00
Shao, Feibo	Management	\$10,775.00

Sherman-Wilkins, Kyler	Sociology & Anthropology	\$2,932.00
Shields, Taylor	School-Spec Ed Ldrshp Prof Studies	\$1,630.00
Slavych, Bonnie	School of Health Care Professionals	\$13,392.00
Smith, Cody	School of Health Sciences	\$8,155.00
Sottile, James	School-Spec Ed Ldrshp Prof Studies	\$7,315.00
Stewart, Alice	Management	\$4,200.00
Stroud, Rachel	School of Health Sciences	\$3,000.00
Sudbrok, Christine	School of Hospitality & Agriculture Leadership	\$12,084.00
Sullivan, Patrick	Mathematics	\$3,000.00
Tapis, Gregory	School of Accountancy	\$24,272.00
Tapis, Kanu Priya	Management	\$10,775.00
Tate, Krista	School-Spec Ed Ldrshp Prof Studies	\$3,650.00
Telting, Diderika	School of Health Care Professionals	\$14,895.00
Templer Rodrigues, Abby	Sociology & Anthropology	\$6,668.00
Thomas-Tate, Shurita	School of Health Care Professionals	\$13,483.00
Twibell, Andrew	Comm Media Journalism & Film	\$5,000.00
Ulbricht, Randi	Provost	\$5,410.00
Uribe-Zarain, Ximena	Computer Science	\$5,000.00
Wehman, Erin	Comm Media Journalism & Film	\$10,000.00
White, Timothy	Comm Media Journalism & Film	\$5,516.00
White, Wajeana	Schl of Hospitality & Agri Ldrs	\$4,499.00
Wiechert, Raegan	University Libraries	\$2,981.00
Wilkinson, Conner	Information Tech & Cybersecurity	\$3,000.00
Wilson, Daniel	School of Health Sciences	\$11,297.00
Woodard, Rebecca	School of Health Sciences	\$11,591.00
Xie, Xiuye	School of Health Sciences	\$5,339.00
Yang, Zhiguo	International Business Program	\$2,233.00
	Information Tech & Cybersecurity	\$9,500.00
Yoes, Tammy	School of Nursing	\$840.00
Yoshimatsu, Keiichi	Chemistry & Biochemistry	\$1,422.00
Yu, Lu	Management	\$10,292.00
Zhang, Yifan	Computer Science	\$6,000.00

ADDENDUM C**Supplemental payment for teaching assignments:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Cook, Kimberly	School of Health Care Professionals	\$6,329.00
Davis, Joshua	Information Tech & Cybersecurity	\$9,500.00
Garrison, Traci	Education Abroad	\$2,037.00
Gerasimchuk-Djordjevic, Maria	Art & Design	\$5,071.00
Goodwin, Andrew	Art & Design	\$3,682.00
Gorley, Nicole	Occupational Therapy	\$8,431.00
Guo, Xiang	Information Tech & Cybersecurity	\$9,500.00
Kaatz, James	Education Abroad	\$5,255.00
Leinweber, Ashley	Education Abroad	\$5,255.00
Maben, Katelyn	School of Health Care Professionals	\$8,072.00
Mainali, Raju	Information Tech & Cybersecurity	\$9,500.00
Powell, Crystal	School of Health Care Professionals	\$6,004.00
Pratt, Jennifer	Education Abroad	\$6,112.00
Ragan, Kent	Education Abroad	\$11,344.00
Sexton, Randall	Information Tech & Cybersecurity	\$9,500.00
Speer, Jason	Information Tech & Cybersecurity	\$9,500.00
Stafford, Gary	Mathematics	\$3,950.00
Wallace, J	Language Cultures & Religions	\$3,554.00
Wasserman, Andrew	Art & Design	\$1,712.00

ADDENDUM D

The following have been appointed as Graduate Teaching Assistants for the summer semester: June 2, 2025 through July 31, 2025.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Akano, Busayo	Chemistry & Biochemistry	\$2,512.00
Akintoye, Gift	Communication Media Journalism & Film	\$2,512.00
Akinwande, Blessing	Chemistry & Biochemistry	\$2,512.00
Akoenyenu, Prince	Communication Media Journalism & Film	\$2,512.00
Astuhuaman Davila, Tony	Physics Astronomy & Materials Sci	\$1,529.00
Bouraoui, Selma	Computer Science	\$2,512.00
Brewer, Howard	Mathematics	\$1,256.00
Chen, Kexi	Communication Media Journalism & Film	\$2,512.00
Dambo, Inatimi	Communication Media Journalism & Film	\$2,512.00
Engworo, Gentle	Mathematics	\$1,256.00
Fink, Jessica	Physics Astronomy & Materials Sci	\$1,529.00
Gichuru, Caroline	Chemistry & Biochemistry	\$2,512.00
Haider, Md.Zulkernain	Physics Astronomy & Materials Sci	\$1,529.00
Hegazy, Rawan	Communication Media Journalism & Film	\$2,512.00
Herbold, Grace	Mathematics	\$2,512.00
Herron, Landon	Mathematics	\$2,512.00
Johnson, Grace	English	\$2,512.00
Khokhar, Blessy	Marketing	\$2,512.00
Koehler, Mikaela	English	\$1,256.00
Leahy, Megan	Finance, Economics & Risk Management	\$1,256.00
Muench, Leslie	English	\$1,256.00
Nlemedim, Blessing	Communication Media Journalism & Film	\$2,512.00
Nyabayo, Tony	Chemistry & Biochemistry	\$2,512.00
Nyamwega, Grace	Mathematics	\$1,256.00
Pervin, Mst Rokshana	Communication Media Journalism & Film	\$2,512.00
Pettington, Ophelia	Biology	\$3,058.00
Pope-Buss, Riley	Chemistry & Biochemistry	\$2,512.00
Richards, Devin	Information Tech & Cybersecurity	\$2,512.00
Rotar, Oksana	Finance, Economics & Risk Management	\$2,512.00
Russell, Peter	Mathematics	\$1,256.00
Shekh, Bachchu	Communication Media Journalism & Film	\$2,512.00
Shrestha, Sanjeev	Computer Science	\$2,512.00
Spinnie, Melanie	First Year Programs	\$2,512.00
Tabassum, Anika	Physics Astronomy & Materials Sci	\$1,529.00

Vernon, Ashley	History	\$2,512.00
Walch, Megan	Schl of Earth Enviro & Sustain	\$2,512.00
Walch, Megan	Schl of Earth Enviro & Sustain	\$2,512.00
Whitehurst, Elizabeth	School of Health Sciences	\$1,256.00

The following have been appointed as Graduate Teaching Assistants for the fall semester: August 11, 2025 through December 12, 2025.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Bateman, Derek	Biology	\$6,115.00
Fink, Jessica	Physics Astronomy & Materials Sci	\$6,115.00
Haider, Md.Zulkernain	Physics Astronomy & Materials Sci	\$6,115.00

The following have been appointed as Graduate Teaching Assistants for the academic year: August 11, 2025 through May 9, 2026.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Addai, Florence	Communication Media Journalism & Film	\$12,230.00
Adekola, Mercy	Communication Media Journalism & Film	\$12,230.00
Akoenyenu, Prince	Communication Media Journalism & Film	\$12,230.00
Asante, Ransford	Communication Media Journalism & Film	\$12,230.00
Astuhuaman Davila, Tony	Physics Astronomy & Materials Sci	\$12,230.00
Baidoo, Joshua	Mathematics	\$12,230.00
Braun, Emma	Biology	\$12,230.00
Chand, Abhishu	Biology	\$12,230.00
Chastain, Logan	Schl of Earth Enviro & Sustain	\$10,046.00
Cope, Samuel	Physics Astronomy & Materials Sci	\$12,230.00
Copiacco, Anne Charlotte	Music	\$12,230.00
Cordell, Laine	Communication Media Journalism & Film	\$12,230.00
Dambo, Inatimi	Communication Media Journalism & Film	\$12,230.00
Dodoo, Jennifer	Communication Media Journalism & Film	\$12,230.00
Edge, Kendra	Biology	\$12,230.00
Gage, Haley	Art & Design	\$12,230.00
Habert, Emma	Communication Media Journalism & Film	\$12,230.00
Hambal, Inna	Communication Media Journalism & Film	\$12,230.00
Hegazy, Rawan	Communication Media Journalism & Film	\$12,230.00
Hernandez, Giovanni	Music	\$12,230.00
Hung, Chih-Yun	Music	\$6,115.00
Leanza, Oscar	Languages Cultures & Religions	\$12,230.00
Lee, Juchan	Music	\$6,115.00
MacPherson, Samuel	Communication Media Journalism & Film	\$12,230.00

Academic Personnel Board Actions, cont'd.

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Miranda Guerra, Bruno	Languages Cultures & Religions	\$12,230.00
Nlemedim, Blessing	Communication Media Journalism & Film	\$12,230.00
Okov, Efim	Communication Media Journalism & Film	\$12,230.00
Oladogan, Idris	Mathematics	\$12,230.00
Osei, Emmanuel	Mathematics	\$12,230.00
Scheulen, Reagan	Communication Media Journalism & Film	\$12,230.00
Shute, Olga	Art & Design	\$12,230.00

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1787-25
Approval of Actions Concerning
Nonacademic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for non-academic employees, as itemized below, are hereby approved.

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Mary Cherry	Assistant to the Program Director School of Anesthesia	42	\$49,500 annually	04/21/25
Angelina Thomas	Academic Administrative Assistant II Cooperative Engineering Program	12	\$34,839 annually	04/28/25
Traci Nash	Community Focus Facilitator Ozarks Public Health Institute	42	\$62,400 annually	05/01/25
Andrew Cardona	HVAC Specialist I Facilities Maintenance	25	\$47,840 annually	05/05/25
Brandi Head	Course Materials Buyer Bookstore	13	\$39,520 annually	05/07/25
Richard Sargent	Postal Technician I Postal Services	20	\$31,200 annually	05/12/25
Margaret McGowen	Coordinator, New Student Orientation Orientation & Transition Programs	42	\$43,50 annually	05/13/25
SivalingaPrasad Cherukuri	Community Focus Data Manager Ozarks Public Health Institute (75% FTE)	32	\$34,492 annually	05/19/25 12/31/27
Tashiana Conklin	Admissions Coordinator/Academic Advisor School of Anesthesia	42	\$49,500 annually	05/19/25
Larie Luckey	Custodian I Custodial Services	21	\$31,200 annually	05/19/25

Non-academic Personnel Board Actions, cont'd.

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Zoe McGarry	Coordinator, Community Engagement & Volunteers Broadcast Services	42	\$45,000 annually	06/02/25
Daphne Grandel	Professional Developer Agency for Teaching Leading & Learning	45	\$56,821 annually	07/01/25

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
William Clark	Custodian I Residence Life, Housing & Dining Services	04/25/25
Brenda Essary	Executive Assistant II Student Support & Opportunity Services	05/08/25
Danny Frid	Associate Head Coach Intercollegiate Athletics	05/14/25
Sarah Gunion	Financial Aid Counselor Financial Aid	05/30/25
Krishia Weber	Medical Assistant Magers Family Health & Wellness Center	05/14/25
Jonathan Bellamy	Custodian Apprentice Custodial Services	05/23/25
Alexis Vandenberg	Research Specialist Biology	05/30/25
Lauren Easter	Associate Director Campus Recreation	05/31/25
Alysia Wells	Assistant Director, Student Resource Center Student Support & Opportunity Services	08/01/25

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Lori Vaughan	Evaluator, Graduate Admissions Graduate College	05/31/25

Jana Loge	Professional Learning Community Project Coordinator Agency for Teaching, Leading & Learning	06/30/25
Gerald Masterson	Director of Graduate Interdisciplinary Programs & Partnerships Vice President of Community & Global Partnerships	06/30/25
Donna Rebmann	Transfer Specialist Academic Advising & Transfer Center	06/30/25

LEAVE WITHOUT PAY:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Theodore Santos	Custodian I Custodial Services	04/14/25
Ramona Gomez	Residence Hall Host/Hostess Residence Life Housing & Dining Services	05/11/25
William McCoy	Residence Hall Host/Hostess Residence Life Housing & Dining Services	05/11/25
Kristina McKinney	Residence Hall Host/Hostess Residence Life Housing & Dining Services	05/11/25
Terasa Sheppard	Residence Hall Host/Hostess Residence Life Housing & Dining Services	05/11/25
Michael Stokes	Residence Hall Host/Hostess Residence Life Housing & Dining Services	05/11/25
Noah Widick	Residence Hall Host/Hostess Residence Life Housing & Dining Services	05/11/25
Valerie Bush	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25
Kyra Cook	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25
Christina Lafoon-Musil	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25

Non-academic Personnel Board Actions, cont'd.

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Michelle Oliver	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25
Tanya Perretta	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25
Megan Petersen	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25
Scotlyn Weathersbee	Residence Hall Receptionist Residence Life Housing & Dining Services	05/14/25
Ayesha Farooq	Medical Assistant Magers Health & Wellness Center	05/26/25

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Nina Barudzic	From: Director, Multicultural Programs Student Support & Opportunity Services To: Director, Student Resource Center Student Support & Opportunity Services	Title Change	01/01/25
George Lindsay	From: Maintenance Technician II Facilities Maintenance To: Staff Emeritus Facilities Maintenance	Status Change	02/01/25
Morgan Marler	Education Abroad Coordinator Office of Education Abroad From: GR 43, \$46,030 annually To: GR 43, \$46,717 annually	Salary Adjustment	03/03/25
Rheanna Pulley	From: Specialist, English Language Institute Outreach & Admissions English Language Institute GR 42, \$48,423 annually To: International Services Coordinator English Language Institute GR 42, \$52,002 annually	Reorganization & Salary Adjustment	04/01/25

Non-academic Personnel Board Actions, cont'd.

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Jinzi Fan	From: China Program Specialist International Programs GR 42, \$61,904 annually To: Director of International Leadership & Training Center International Programs GR 46, \$67,000 annually	Reclassification & Salary Adjustment	05/01/25
Trisha Riggs	Director Southwest Area Health Education Center	Continuation of Appointment	05/01/25 04/30/26
Marie Sellers	From: Accounting Specialist School of Health Care Professions To: Staff Emeritus School of Health Care Professions	Status Change	05/01/25
Laura Skiles	Health Career Coordinator Southwest Area Health Education Center	Continuation of Appointment	05/01/25 04/30/26
Simone Cunningham	From: Administrative Assistant II Facilities Management GR 12, \$34,867 annually To: Administrative Specialist III College of Education -Education Advisement GR 13, \$36,399 annually	Promotion	05/12/25
Robert Slavens	From: Custodial Specialist Facilities Management To: Custodial Specialist Campus Recreation	Transfer	05/16/25
Joneathan Spagner	From: Custodian I Residence Life, Housing & Dining Services GR 21, \$32,136 annually To: Custodian I Custodial Services GR 21, \$32,136 annually	Transfer	05/16/25

Todd Euglow	From: Assistant Director, Career Center - Promotion Operations Career Center GR 43, \$54,186 annually To: Associate Director, Residence Life Housing & Dining Services – Education & Development Residence Life Housing & Dining Services GR 47, \$77,000 annually	05/23/25
Timmarie Hamilton	Program Coordinator – Missouri Mentoring Program School of Mental Health & Behavioral Sciences	Continuation of Appointment 07/01/25 06/30/26
Jennifer Hill	Resource Coordinator, Missouri Mentoring Program School of Mental Health & Behavioral Sciences	Continuation of Appointment 07/01/25 06/30/26
Jana Loge	From: Professional Learning Community Project Coordinator Agency for Teaching Leading & Learning To: Staff Emeritus Agency for Teaching Leading & Learning	Status Change 07/01/25
Gerald Masterson	From: Director of Graduate Interdisciplinary Programs & Partnerships Vice President of Community & Global Partnerships To: Staff Emeritus Vice President of Community & Global Partnerships	Status Change 07/01/25

Donna Rebmann

From: Transfer Specialist
Academic Advising & Transfer
Center

Status Change

07/01/25

To: Staff Emeritus
Academic Advising & Transfer
Center

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1788-25

Approval of Actions Concerning Employee

Salary Increases Effective July 1, 2025

BE IT RESOLVED by the Board of Governors for Missouri State University that the salary adjustments indicated for Academic and Non-academic employees as itemized below, are effective July 1, 2025.

Name	Department	Current Salary	ATB Adjustment	Min Adjustment	Faculty Promotions	PSIPS	New Salary
Abbott, Moroni C.	Res Life Hous & Din Svc-Fac & Oper	\$31,200	\$600				\$31,800
Abdullah, Elijah W.	WP Physical Plant	\$33,743	\$600				\$34,343
Aberle, Joygrace A.	Health & Wellness Center	\$44,128	\$450				\$44,578
Abid, Nabila	Financial Aid	\$45,423	\$600				\$46,023
Acharya, Sreekanth	Computer Services	\$79,184	\$600				\$79,784
Adams, Cheri	Enrollment Management & Services	\$42,104	\$600				\$42,704
Adams, Kathryn A.	School Of Nursing	\$102,707	\$600				\$103,307
Adams, Leigh A.	WP Dean Of Acad Affairs Office	\$65,972	\$600				\$66,572
Adamson, Ben	Athletics Communications	\$59,747	\$600				\$60,347
Adamson, Reesha M.	School-Spec Ed Ledrshp Prof Studies	\$82,909	\$600				\$83,509
Adinegara, Veronica	Creative Services	\$75,000	\$600				\$75,600
Adkins, Kimberlee L.	Intercollegiate Athletics	\$42,000	\$600				\$42,600
Adkison, Robert L.	Counseling Center	\$36,330	\$600				\$36,930
Adkisson, Brittney L.	WP Director Of Univ Community Programs	\$33,743	\$600				\$34,343
Adler, Allison B.	Physical Therapy	\$87,000	\$600				\$87,600
Ahlstrand, Patrick S.	Fac Mgmt-Custodial	\$34,080	\$600				\$34,680
Ailor, Shannon C.	Research Administration	\$51,310	\$480				\$51,790
Akers, Leslie L.	College Of Agriculture	\$41,198	\$600				\$41,798
Akin, Yuka	Health & Wellness Center	\$62,870	\$600				\$63,470
Alaimo, Alison L.	School Of Nursing	\$85,727	\$600				\$86,327
Alaimo, Ian L.	McQueary College of Hlth & Hman Svs	\$96,557	\$600				\$97,157
Aleshire, Donnie E.	Fac Mgmt-Maintenance	\$53,570	\$600				\$54,170
Aleshire, Donnie E.	Fac Mgmt-Maintenance	\$53,570	\$600				\$54,170
Allen, Jon	WP Allied Health Division	\$43,888	\$600				\$44,488
Allen, Matthew R.	Cybersecurity And Enterprise System	\$79,416	\$600				\$80,016
Allen, Rebecca L.	School Of Health Sciences	\$57,563	\$600				\$58,163

Alley, Thomas H.	Fac Mgmt-Custodial	\$34,417	\$600		\$35,017
Allgeier, Shane P.	Residence Life Housing & Dining Svc	\$64,413	\$600		\$65,013
Altwater, Aaron C.	Residence Life Housing & Dining Svc	\$48,500	\$600		\$49,100
Amberg, Lucie	Provost Office	\$75,000	\$600		\$75,600
Andersen, Enoch R.	Office Of University Safety	\$36,420	\$600		\$37,020
Anderson, Lesa	Office Of University Safety	\$36,711	\$600		\$37,311
Angel, Holly D.	Intercollegiate Athletics	\$33,922	\$600		\$34,522
Anitsal, Ismet	Marketing	\$177,590	\$600		\$178,190
Applewhite, Olivia C.	Athletics-Basketball-Women	\$86,520	\$600		\$87,120
Arat, Michael J.	Fac Mgmt-Custodial	\$31,200	\$600		\$31,800
Armstrong, Etta Dee	Office of Institutional Effectiveness	\$36,074	\$600		\$36,674
Armstrong, Joan E.	Provost Office	\$85,279	\$600		\$85,879
Arnold, Al E.	Computer Services	\$72,635	\$600		\$73,235
Arti, FNU	Financial Services	\$65,972	\$600		\$66,572
Ashley, Darrell	Office Of University Safety	\$39,478	\$600		\$40,078
Assmann, Ira L.	Admissions	\$56,238	\$600		\$56,838
Atkinson, Sally J.	School-Spec Ed Ldrshp Prof Studies	\$39,813	\$600		\$40,413
Atkinson, Susan M.	Athletic Medical & Rehab Services	\$50,892	\$600		\$51,492
Aurentz, Cindi	School Of Nursing	\$101,768	\$600	\$5,000	\$107,368
Ave-Lallemant, Jussara C.	Residence Life Housing & Dining Svc	\$43,888	\$600		\$44,488
Babb, Charles J.	School Of Health Care Professions	\$34,824	\$600		\$35,424
Bailey, Sherry A.	Registrar	\$38,354	\$600		\$38,954
Baird, Craig E.	College Of Natl & App Science	\$65,790	\$600		\$66,390
Bajalan, Sara Z.	McQueary College of Hlth & Hman Svs	\$43,888	\$600		\$44,488
Baker, A. M.	School-Teaching Learn & Develop Sci	\$128,750	\$600		\$129,350
Baker, Anne M.	Library	\$78,904	\$600		\$79,504
Baker, Brent R.	Facilities Management	\$55,701	\$600		\$56,301
Baker, Jessica	GSB Arena	\$37,491	\$600		\$38,091
Balanean, Adrian D.	Registrar	\$44,668	\$600		\$45,268
Balasundaram, Gautam I.	Procurement Services	\$73,666	\$600		\$74,266
Balek, Valerie D.	Web Strategy And Development	\$57,463	\$600		\$58,063
Bales, Sandra L.	Schl Of Hospitality And Agri Ldrs	\$37,858	\$600		\$38,458
Balisle, Jessica F.	KSMU	\$56,238	\$600		\$56,838

Ball, Alyssa L.	Admissions	\$48,656	\$600	\$49,256
Ball, Austin J.	Facilities Management	\$36,227	\$600	\$36,827
Ballard, Sheri L.	Financial Services	\$70,298	\$600	\$70,898
Banion, John A.	Procurement Services	\$63,404	\$600	\$64,004
Barakat, Terry M.	English Language Institute	\$55,246	\$600	\$55,846
Barber, Marlin C.	RCASH	\$86,520	\$600	\$87,120
Barber, Sarah R.	School Of Health Care Professions	\$95,930	\$600	\$96,530
Barker, Angela J.	RCASH	\$96,000	\$600	\$96,600
Barker, Rachelle L.	Financial Aid	\$45,423	\$600	\$46,023
Barlowe, Jason M.	Greenwood Lab School	\$52,039	\$550	\$52,589
Barnette, Megan E.	Admissions	\$36,373	\$600	\$36,973
Barnts, Kelly S.	Assoc VP For Economic Development	\$50,026	\$600	\$50,626
Barnum, Dylan J.	Fac Mgmt-Custodial	\$31,200	\$600	\$31,800
Barton, Travis J.	Res Life Hous & Din Svc-Fac & Oper	\$34,081	\$600	\$34,681
Barton, Tyler J.	Residence Life Housing & Dining Svc	\$33,742	\$600	\$34,342
Barudzic, Nina	Multicultural Services	\$67,702	\$600	\$68,302
Bass, Toni D.	Agency For Teaching, Leading & Lng	\$58,620	\$600	\$59,220
Bassen, Penny L.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Bates, Dakota Q.	WP Director of University Communications	\$65,972	\$600	\$66,572
Baum, Allicia D.	Counseling Center	\$91,670	\$600	\$92,270
Bay, Sherri L.	Networking & Telecommunications	\$76,418	\$600	\$77,018
Beach, Jeremy L.	Office Of University Safety	\$41,132	\$600	\$41,732
Beach, Kimberly C.	WP Financial Aid	\$34,980	\$600	\$35,580
Beal, Brittany E.	Residence Life Housing & Dining Svc	\$37,427	\$600	\$38,027
Bean, Marcella L.	WP Allied Health Division	\$41,175	\$600	\$41,775
Beard, Ryan D.	Athletics-Football-Men	\$450,000	\$600	\$450,600
Beauchamp, Cyrus	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600	\$32,736
Beaupre, Justin M.	OPT	\$80,000	\$600	\$80,600
Beck, Adam C.	Physics Astronomy & Materials Sci	\$35,288	\$600	\$35,888
Beck, Catherine A.	Bear Claw	\$38,984	\$600	\$39,584
Beck, Chelsea M.	Planning, Design & Construction	\$51,670	\$600	\$52,270
Becker, Brett G.	WP Information Technology Services	\$72,587	\$600	\$73,187
Becker, Kelly R.	WP Information Technology Services	\$59,358	\$600	\$59,958

Beckham, Tracy L.	School Of Anesthesia	\$214,728	\$600		\$215,328
Bedell, Dax O.	OPT	\$61,019	\$600		\$61,619
Beiger, Kymmee E.	Residence Life Housing & Dining Svc	\$34,755	\$600		\$35,355
Bell, Deana R.	WP Physical Plant	\$33,743	\$600		\$34,343
Benado, Connor	Athletics-Football-Men	\$70,000	\$600		\$70,600
Bennett, Jessica L.	Library	\$65,032	\$600	\$6,000	\$71,632
Bennett, Michaela P.	Alumni Relations	\$56,650	\$600		\$57,250
Benton, Kimberly S.	Bursars Office	\$45,501	\$600		\$46,101
Benton, Robert C.	Fac Mgmt-Grounds	\$36,712	\$600		\$37,312
Berkwitz, Stephen C.	Languages Cultures & Religions	\$132,531	\$600		\$133,131
Berner, Loren C.	Residence Life Housing & Dining Svc	\$43,888	\$600		\$44,488
Berry, Jessica I.	Child Development Center	\$39,679	\$600		\$40,279
Berry, Melissa D.	Institutional Equity & Compliance	\$116,413	\$600		\$117,013
Berry, Ruben W.	Agency For Teaching, Leading & Lng	\$34,493	\$600		\$35,093
Besara, Rachel M.	Library	\$127,586	\$600		\$128,186
Bewley, Bryce T.	RCASH	\$65,000	\$600		\$65,600
Bilyeu, Kristin M.	Financial Services	\$70,298	\$600		\$70,898
Bingham, Brent P.	Res Life Hous & Din Svc-Fac & Oper	\$39,923	\$600		\$40,523
Bird, Biff J.	WP Information Technology Services	\$58,914	\$600		\$59,514
Bird, Evonne	McQueary College of Hlth & Hman Svs	\$51,072	\$600		\$51,672
Bird, Michael	School Of Health Care Professions	\$137,042	\$600		\$137,642
Black, James E.	Office Of University Safety	\$44,900	\$600		\$45,500
Black, Troy D.	Fac Mgmt-Maintenance	\$53,726	\$600		\$54,326
Blades, Anthony	Agency For Teaching, Leading & Lng	\$66,982	\$600		\$67,582
Blades, Matthew W.	Fac Mgmt-Maintenance	\$54,079	\$600		\$54,679
Blades, Susan	Provost Office	\$45,953	\$600		\$46,553
Blake, Michael E.	Fac Mgmt-Custodial	\$36,422	\$600		\$37,022
Blankenship, Dale	Fac Mgmt-Maintenance	\$49,919	\$600		\$50,519
Blankenship, Melissa D.	Hammons Student Center	\$87,550	\$600		\$88,150
Blanton, Robert J.	Office Of University Safety	\$36,420	\$600		\$37,020
Blasingame, Britney B.	Military Science	\$34,839	\$600		\$35,439
Bledsoe, Melissa A.	College Of Agriculture	\$168,920	\$600		\$169,520
Bledsoe, Nate	Postal Services	\$35,992	\$600		\$36,592

Blevins, Brian	Hammons Student Center	\$39,288	\$600		\$39,888
Bloom, Mariah B.	Institutional Equity & Compliance	\$55,157	\$600		\$55,757
Bluebaum, Ashley	School Of Nursing	\$33,279	\$600		\$33,879
Boaz, Keith	Hammons Student Center	\$135,188	\$600		\$135,788
Bobbitt-Boyce, Edith	School Of Health Care Professions	\$93,673	\$600		\$94,273
Boddie, John M.	Fac Mgmt-Maintenance	\$56,516	\$600		\$57,116
Bodenhause, Brad	VP Community & Global Partnerships	\$178,448	\$600		\$179,048
Boehne, Tara L.	School Of Health Care Professions	\$102,071	\$600		\$102,671
Boeser, Mathew A.	Assoc VP For Economic Development	\$70,000	\$600		\$70,600
Bogart, Michele M.	Office Of Human Resources	\$45,782	\$600		\$46,382
Bogue, John P.	College Of Business	\$49,749	\$600		\$50,349
Bohlen, Mary-Margaret	Office of Institutional Effectiveness	\$70,000	\$600		\$70,600
Bonds, Jim P.	Res Life Hous & Din Svc-Fac & Oper	\$49,828	\$600		\$50,428
Boone, Amber E.	Child Development Center	\$33,742	\$600		\$34,342
Booth, Katelyn N.	Schl Of Hospitality And Agri Ldrs	\$60,914	\$600		\$61,514
Boslaugh, Benjamin S.	Fac Mgmt-Maintenance	\$77,029	\$600		\$77,629
Boswell, Matthew A.	Music	\$81,113	\$600		\$81,713
Bowden, Tiffany L.	Office Of University Safety	\$39,582	\$600		\$40,182
Bowen, Steven D.	Fac Mgmt-Maintenance	\$42,741	\$600		\$43,341
Bowles, Christina S.	Centr Academic Success & Transition	\$47,415	\$600		\$48,015
Bowles, Philip N.	Web Strategy And Development	\$89,783	\$600		\$90,383
Box, Johnna M.	Financial Aid	\$34,007	\$600	\$251	\$34,858
Boys, Cathy P.	WP Dean of Acad Affairs Office	\$71,364	\$600		\$71,964
Braddish, Toni	Residence Life Housing & Dining Svc	\$51,912	\$600		\$52,512
Braden, Steven D.	Res Life Hous & Din Svc-Fac & Oper	\$60,173	\$600		\$60,773
Branch, Guy N.	Fac Mgmt-Custodial	\$33,743	\$600		\$34,343
Brandt, Steven C.	Fac Mgmt-Maintenance	\$40,705	\$600		\$41,305
Branson, Debbie	Development Office	\$70,934	\$600		\$71,534
Brantley, Andy L.	Fac Mgmt-Maintenance	\$51,418	\$600		\$52,018
Brauch, Julie A.	Counseling Center	\$53,943	\$600		\$54,543
Bray, William O.	Mathematics	\$148,378	\$600		\$148,978
Breedlove-Koepke, Gates	Academic Advising And Transfer Ctr	\$46,388	\$600		\$46,988
Brennan, Kelly J.	VP Marketing & Communications	\$52,580	\$600		\$53,180

Bresee, Tara N.	Adult Student Services	\$38,797	\$600	\$39,397
Breshears, Michele	Networking & Telecommunications	\$42,403	\$600	\$43,003
Breshears, Rhonda K.	Provost Office	\$49,275	\$600	\$49,875
Brewer, Gene A.	Bookstore	\$44,927	\$600	\$45,527
Brewer, Kim	Child Development Center	\$33,743	\$600	\$34,343
Brewington, Cody H.	efactory-CBED	\$67,486	\$600	\$68,086
Bridges, Cindy J.	WP Student Advisemnt & Acad Sup Ctr	\$62,062	\$600	\$62,662
Bridges, Phil	English Language Institute	\$55,246	\$600	\$55,846
Brinkerhoff, Kris A.	WP Director of University Communications	\$58,545	\$600	\$59,145
Britton, Richard L.	Fac Mgmt-Maintenance	\$48,439	\$600	\$49,039
Brock, Marcus O.	Athletics Strength & Conditioning	\$41,200	\$600	\$41,800
Brockgreitens, Kayla J.	Res Life Hous & Din Svc-Fac & Oper	\$33,207	\$600	\$33,807
Brotherton, Joshua L.	Library	\$54,994	\$600	\$55,594
Brower, Shawn R.	Fac Mgmt-Maintenance	\$58,361	\$600	\$58,961
Brown, Abby M.	Computer Services	\$65,704	\$600	\$66,304
Brown, Jeffrey D.	Environmental Health & Safety	\$43,735	\$600	\$44,335
Brown, Joshua C.	Office Of University Safety	\$40,662	\$600	\$41,262
Brown, Kenneth H.	Provost Office	\$188,181	\$600	\$188,781
Brown, Lori A.	Health & Wellness Center	\$178,837	\$450	\$179,287
Brown, Robert L.	College Of Business	\$47,305	\$600	\$47,905
Broz, Gina M.	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600	\$32,736
Broz, Victor	Res Life Hous & Din Svc-Fac & Oper	\$33,743	\$600	\$34,343
Bryan, Michelle M.	WP Registration & Records	\$55,697	\$600	\$56,297
Burasco, Nico R.	OPT	\$43,888	\$600	\$44,488
Burkhart, Sarah J.	Health & Wellness Center	\$46,047	\$600	\$46,647
Burks, Teresa L.	Res Life Hous & Din Svc-Fac & Oper	\$38,803	\$600	\$39,403
Burrough, Elizabeth K.	School Of Nursing	\$45,320	\$600	\$45,920
Burton, Charles E.	Res Life Hous & Din Svc-Fac & Oper	\$35,092	\$600	\$35,692
Burton, Kelsi M.	Ctr Resource Planning & Management	\$55,000	\$600	\$55,600
Busby, Charles M.	Web Strategy And Development	\$58,175	\$600	\$58,775
Bush, Valerie L.	Residence Life Housing & Dining Svc	\$26,000	\$498	\$26,498
Butcher, DJ	Agency For Teaching, Leading & Lng	\$69,390	\$600	\$69,990
Butler, Sarah E.	Financial Services	\$92,000	\$600	\$92,600

Butts, Brent R.	Fac Mgmt-Custodial	\$32,136	\$600		\$32,736
Butts, Michelle N.	Assoc VP For Economic Development	\$66,000	\$600		\$66,600
Byrd, Amanda M.	Registrar	\$43,367	\$600		\$43,967
Byrd, Morganza	Ctr Resource Planning & Management	\$60,000	\$600		\$60,600
Cahoj, Patricia A.	School Of Health Care Professions	\$112,648	\$600		\$113,248
Cahoj, Wayne	WP Bookstore	\$56,135	\$600		\$56,735
Calico, Dean A.	Fac Mgmt-Custodial	\$35,430	\$600		\$36,030
Campbell, Elizabeth J.	Fac Mgmt-Custodial	\$31,200	\$600		\$31,800
Campbell-Hicks, Meagan L.	Admissions	\$36,248	\$600		\$36,848
Canada, Corey B.	Web Strategy And Development	\$115,180	\$600		\$115,780
Cantrell, Shelley M.	VP Administration and Finance	\$51,500	\$600		\$52,100
Capps, Jenny R.	Academic Advising And Transfer Ctr	\$48,888	\$600		\$49,488
Capps, Steven C.	School-Mental Health & Behavior Sci	\$85,041	\$600		\$85,641
Cardin, Ashlea D.	School Of Health Care Professions	\$124,752	\$600	\$6,000	\$131,352
Carroll, Tracy	Schl Of Earth Enviro & Sustain	\$35,903	\$600		\$36,503
Carter, Marissa A.	Res Life Hous & Din Svc-Fac & Oper	\$37,824	\$600		\$38,424
Carter, Nicholas A.	Bookstore	\$47,415	\$600		\$48,015
Carter, Scott W.	Development Office	\$70,298	\$600		\$70,898
Casada, Debra K.	Fac Mgmt-Custodial	\$44,250	\$600		\$44,850
Case, William P.	OPT	\$68,766	\$600		\$69,366
Catlin, Gabby	Dean Of Students Office	\$58,526	\$600		\$59,126
Cavato, Allison E.	Psu-Student Engagement	\$40,000	\$600		\$40,600
Cavitt, Bruce A.	WP Student Advisemnt & Acad Sup Ctr	\$43,888	\$600		\$44,488
Cederwall, Craig M.	Facilities Management	\$43,099	\$600		\$43,699
Chakraborty, Sapna	School Of Health Care Professions	\$133,900	\$600	\$6,000	\$140,500
Chambers, Jeffery D.	Fac Mgmt-Grounds	\$70,206	\$600		\$70,806
Chang, James J.	English	\$35,022	\$600		\$35,622
Charles, Simon W.	Office Of University Safety	\$36,420	\$600		\$37,020
Chastain, William S.	Fac Mgmt-Maintenance	\$57,844	\$600		\$58,444
Chavez, Katrina	Provost Office	\$88,725	\$600		\$89,325
Chen, Jing	Financial Services	\$61,646	\$600		\$62,246
Chen, Li-Ling	Schl Of Agri Sci And Conservation	\$52,828	\$600		\$53,428
Cheney, Andrew J.	Athletic Medical & Rehab Services	\$50,892	\$600		\$51,492

Chesman, Jeremy A.	Music	\$102,035	\$600		\$5,000	\$107,635
Childress, Priscilla	Dean Of Students Office	\$67,194	\$600			\$67,794
Childs, Elaina K.	Financial Aid	\$36,368	\$600			\$36,968
Chitwood, Sierra J.	Residence Life Housing & Dining Svc	\$49,440	\$600			\$50,040
Chorn, Gary D.	Fac Mgmt-Maintenance	\$79,645	\$600			\$80,245
Chorn, Malynda L.	Facilities Management	\$46,671	\$600			\$47,271
Church, Kimberly S.	Accounting	\$182,580	\$600	\$6,000		\$189,180
Cillessen, Joseph W.	McQueary College of Hlth & Hman Svs	\$64,890	\$600			\$65,490
Cinkosky, Heather R.	Health & Wellness Center	\$45,755	\$600			\$46,355
Citterio, Chiara	Counseling Center	\$58,544	\$600			\$59,144
Clark, Darrick C.	Res Life Hous & Din Svc-Fac & Oper	\$31,200	\$600			\$31,800
Clark, Donald L.	Fac Mgmt-Custodial	\$72,639	\$600			\$73,239
Clark, Drew I.	WP Director of University Communications	\$43,888	\$600			\$44,488
Clark, Jacob M.	Coe-Education Advisement	\$43,888	\$600			\$44,488
Clark, James M.	Fac Mgmt-Grounds	\$45,516	\$600			\$46,116
Clark, Kimberly A.	Advancement Services	\$38,481	\$300			\$38,781
Clark, Sheila R.	Residence Life Housing & Dining Svc	\$35,879	\$600			\$36,479
Claussen, Patty A.	Coe-Education Field Experiences	\$44,990	\$600			\$45,590
Clayton, Lauren	Office Of University Safety	\$38,242	\$600			\$38,842
Clayton, Ryan	Res Life Hous & Din Svc-Fac & Oper	\$34,417	\$600			\$35,017
Clements, Melinda J.	Residence Life Housing & Dining Svc	\$35,430	\$600			\$36,030
Clemmons, Vera V.	Office Of University Safety	\$43,897	\$600			\$44,497
Clemons, Joseph M.	Residence Life Housing & Dining Svc	\$37,427	\$600			\$38,027
Clifford, Drew C.	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600			\$32,736
Cloud, Samuel J.	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600			\$32,736
Clouse, Nick D.	Networking & Telecommunications	\$52,106	\$600			\$52,706
Clowney, David C.	Athletics-Football-Men	\$70,000	\$600			\$70,600
Cobban, Jean A.	College Of Agriculture	\$46,532	\$600			\$47,132
Cochran, Alexander M.	VP University Advancement	\$33,743	\$600			\$34,343
Cockrum, Angela P.	Networking & Telecommunications	\$87,375	\$600			\$87,975
Coffman, Lance R.	efactory-CBED	\$63,860	\$600			\$64,460
Coffman, Steven D.	Networking & Telecommunications	\$110,725	\$600			\$111,325
Cohen, Lori J.	Health & Wellness Center	\$229,278	\$600			\$229,878

Coiner, Jeff	Cio Information Services	\$178,448	\$600		\$179,048
Cole, Andrew C.	McQueary College of Hlth & Hman Svs	\$61,000	\$600		\$61,600
Collier, Jonathan M.	Fac Mgmt-Maintenance	\$59,578	\$600		\$60,178
Collins, Alyssa D.	WP Business Office	\$50,892	\$600		\$51,492
Collins, CJ	WP Information Technology Services	\$67,674	\$600		\$68,274
Collins, David J.	Athletics-Swimming-Men	\$84,474	\$600		\$85,074
Collins, Kileene M.	WP Student Services	\$46,061	\$600		\$46,661
Colony, Garrett S.	Ctr Resource Planning & Management	\$44,805	\$600		\$45,405
Comer, Adam	Psu-Student Engagement	\$45,000	\$600		\$45,600
Compton, Pamela	Residence Life Housing & Dining Svc	\$34,417	\$600		\$35,017
Conaway, Christy L.	English Language Institute	\$48,171	\$600		\$48,771
Conlon, Shannon L.	Library	\$45,012	\$600		\$45,612
Consolino, Dominic	RCASH	\$51,467	\$600		\$52,067
Cook, Kimberly D.	School Of Health Care Professions	\$103,141	\$600		\$103,741
Cook, Robin	Residence Life Housing & Dining Svc	\$28,118	\$498		\$28,616
Cook, Robert J.	VP Community & Global Partnerships	\$60,000	\$600		\$60,600
Cooley, Douglas J.	WP Student Life	\$43,888	\$600		\$44,488
Coones, Jacqui	Development Office	\$102,743	\$600		\$103,343
Coons, Jason N.	Office Of Human Resources	\$46,343	\$600		\$46,943
Corbin, Emrys M.	Computer Services	\$54,609	\$600	\$681	\$55,890
Cordry, Bryce M.	Cybersecurity And Enterprise System	\$67,674	\$600		\$68,274
Cornelsen, Jamie L.	School-Teaching Learn & Develop Sci	\$80,340	\$600		\$80,940
Coronado, Tracey J.	Environmental Health & Safety	\$41,715	\$600		\$42,315
Corro, Naomie D.	School Of Health Care Professions	\$92,700	\$600		\$93,300
Cortez, Willie G.	Fac Mgmt-Maintenance	\$44,146	\$600		\$44,746
Coulter, Terrie A.	Intercollegiate Athletics	\$46,789	\$600		\$47,389
Cowan, Katie	Admissions	\$48,777	\$600		\$49,377
Cox, Amanda R.	College Of Education	\$38,562	\$600		\$39,162
Cox, Jen	VP Administration and Finance	\$113,300	\$600		\$113,900
Craig, Becky	WP Financial Aid	\$41,900	\$600		\$42,500
Cramer, Michael W.	Fac Mgmt-Custodial	\$34,081	\$600		\$34,681
Craven, Megan D.	Residence Life Housing & Dining Svc	\$43,888	\$600		\$44,488
Creson, Michelle D.	Financial Aid	\$38,590	\$600		\$39,190

Cressman, Trevor S.	WP Academic Administration	\$51,500	\$600	\$52,100
Crews, Carrie D.	College Of Agriculture	\$45,759	\$600	\$46,359
Crockett, Jeffrey G.	Office Of University Safety	\$38,625	\$600	\$39,225
Crockett, Jon	Facilities Management	\$62,921	\$600	\$63,521
Crump, Tarrance L.	Athletics-Basketball-Men	\$95,000	\$600	\$95,600
Culbertson, Cory B.	Fac Mgmt-Custodial	\$34,417	\$600	\$35,017
Cummings, Randal	OPT	\$37,080	\$600	\$37,680
Cunningham, Beth	Athletics-Basketball-Women	\$405,000	\$600	\$405,600
Cunningham, Carson	Athletics-Basketball-Men	\$125,000	\$600	\$125,600
Cunningham, Jeffrey T.	Plaster Stadium	\$32,759	\$600	\$33,359
Cunningham, Simone K.	Coe-Education Advisement	\$36,399	\$600	\$36,999
Cunningham, Teresa A.	RCASH	\$43,888	\$600	\$44,488
Cunningham, Thomas E.	Schl Of Earth Enviro & Sustain	\$54,283	\$600	\$54,883
Cupka Head, Kevin M.	RCASH	\$89,981	\$600	\$90,581
Curbow, Caitlin E.	Postal Services	\$35,326	\$600	\$35,926
Curless, Jacob E.	Juanita K Hammons Hall	\$38,027	\$600	\$38,627
Currie, Ellen	Dean Of Students Office	\$50,000	\$600	\$50,600
Curry, Matthew T.	Jordan Valley Innovation Center	\$143,475	\$600	\$144,075
Curtis, Lamar L.	Financial Services	\$60,983	\$600	\$61,583
Curtis, Macee E.	efactory-CBED	\$55,000	\$600	\$55,600
Curtis, Scott M.	Chemistry And Biochemistry	\$47,494	\$600	\$48,094
Cyr, Gail L.	Health & Wellness Center	\$83,529	\$600	\$84,129
Damron, Rebecca	Public Health And Sports Medicine	\$50,892	\$600	\$51,492
Dane, Michelle L.	Financial Services	\$43,555	\$600	\$44,155
Daniels, Amy J.	Financial Services	\$61,646	\$600	\$62,246
Daniels, Thomas D.	Res Life Hous & Din Svc-Fac & Oper	\$36,172	\$600	\$36,772
Daugherty, Justin	Office Of University Safety	\$36,421	\$600	\$37,021
Davidson, Bradley W.	Assoc VP For Economic Development	\$92,700	\$600	\$93,300
Davidson, Michael P.	Fac Mgmt-Maintenance	\$56,237	\$600	\$56,837
Davis, Alicia M.	Office Of University Safety	\$38,579	\$600	\$39,179
Davis, Brenna R.	Creative Services	\$45,527	\$600	\$46,127
Davis, Chelsea E.	Legal Affairs And Compliance	\$46,350	\$600	\$46,950
Davis, Janet L.	College Of Business	\$41,738	\$600	\$42,338

Davis, Lora P.	WP Student Services	\$41,230	\$600		\$41,830
Davis, Misty N.	WP Physical Plant	\$37,824	\$600		\$38,424
Davis, Ruth A.	Office Of University Safety	\$39,559	\$600		\$40,159
Day, Katy	School Of Health Care Professions	\$39,515	\$600		\$40,115
Day, Lori K.	Admissions	\$39,902	\$600		\$40,502
Deal, Kerri D.	Dean Of Students Office	\$43,551	\$600		\$44,151
Deal, William P.	Psychology	\$102,813	\$600		\$103,413
Deardeuff, Thomas E.	Fac Mgmt-Maintenance	\$44,719	\$600		\$45,319
Deason, Jerome S.	Fac Mgmt-Custodial	\$33,743	\$600		\$34,343
DeBode, Jason D.	Management	\$179,000	\$600		\$179,600
Deckard, Shelly K.	Jordan Valley Innovation Center	\$70,040	\$600		\$70,640
Decker, Brandon	Office of Institutional Effectiveness	\$75,000	\$600		\$75,600
Dees, Charles C.	Fac Mgmt-Grounds	\$49,143	\$600		\$49,743
Deever, Nakia	Fac Mgmt-Custodial	\$34,417	\$600		\$35,017
Del Pilar, Jose A.	Fac Mgmt-Custodial	\$34,081	\$600		\$34,681
Denniston, Emily M.	efactory-CBED	\$96,254	\$600		\$96,854
Denson, Chloe	Cybersecurity And Enterprise System	\$94,138	\$600		\$94,738
Depriest, Christopher S.	Theatre & Dance	\$61,631	\$600		\$62,231
Derrick, Laura J.	Planning, Design & Construction	\$84,954	\$600		\$85,554
Derricks, Shannon E.	Athletic Medical & Rehab Services	\$63,306	\$600		\$63,906
Dickerson, Kerry	VP University Advancement	\$103,268	\$600		\$103,868
Dickinson, Clara M.	Schl Of Hospitality And Agri Ldrs	\$51,500	\$600		\$52,100
Dieterich, Alyssa A.	School Of Nursing	\$88,196	\$600	\$5,000	\$93,796
Dirks-Ham, Chelsea R.	Athletics-Swimming-Men	\$52,132	\$600		\$52,732
Dixon, Julia G.	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600		\$32,736
Dixon, Kim	efactory-CBED	\$54,075	\$600		\$54,675
Dixon, Stephanie	Office of Institutional Effectiveness	\$55,000	\$600		\$55,600
Dixon, Tammy L.	Counseling Center	\$76,152	\$600		\$76,752
Dobson, Shane G.	Agriculture-Mtn Grv Campus	\$31,200	\$600	\$816	\$32,616
Dockery, Rachael M.	Legal Affairs And Compliance	\$231,750	\$600		\$232,350
Dogwiler, Toby	Schl Of Earth Enviro & Sustain	\$140,874	\$600		\$141,474
Doll, Emily	Office Of Strategic Communication	\$44,000	\$600		\$44,600
Donnellan, Debra M.	Office Of Human Resources	\$67,157	\$600		\$67,757

Donnelson, Nicki L.	efactory-CBED	\$70,298	\$600		\$70,898
Doty, Ashley M.	GSB Arena	\$41,599	\$600		\$42,199
Douglas, Briar A.	Psu-Student Engagement	\$42,169	\$600		\$42,769
Douglas, Carole K.	Residence Life Housing & Dining Svc	\$61,450	\$600		\$62,050
Douglas, Jennifer L.	Bookstore	\$50,975	\$600		\$51,575
Douglas-Frerking, Cassie B.	Communicaton Media Journalsm & Film	\$35,022	\$600		\$35,622
Dove, Landon T.	Athletics Strength & Conditioning	\$40,000	\$600		\$40,600
Downing, Michael B.	Athletics-Football-Men	\$70,000	\$600		\$70,600
Downing, Sarah E.	Development Office	\$61,800	\$600		\$62,400
Downs, Hunter E.	Office Of University Safety	\$35,359	\$600		\$35,959
Doyle, Michael P.	Res Life Hous & Din Svc-Fac & Oper	\$31,200	\$600		\$31,800
Drew, Christopher A.	KSMU	\$49,440	\$600		\$50,040
Driskell, Russell D.	Agriculture-Mtn Grv Campus	\$44,422	\$600		\$45,022
Driskell, Vickie J.	WP Director of University Communications	\$48,184	\$600		\$48,784
Dronet, Cheryl R.	Juanita K Hammons Hall	\$43,888	\$600		\$44,488
Dubree, Kimberly L.	College Of Education	\$50,479	\$450		\$50,929
Dudden, Katie N.	University Advancement Relations	\$52,414	\$600		\$53,014
Dudden, Paul D.	Facilities Management	\$54,075	\$600		\$54,675
Dudley, Pam	Ozarks Public Health	\$46,709	\$450		\$47,159
Dulaney, Julie A.	WP Admissions	\$35,091	\$600		\$35,691
Dunagan, Jenny	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Duncan, Josie L.	Assoc VP For Economic Development	\$80,000	\$600		\$80,600
Dunklin, Desmond S.	Psu-Student Engagement	\$70,000	\$600		\$70,600
Dunn, Brent	VP University Advancement	\$196,325	\$600		\$196,925
Durden, Karen G.	Library	\$42,875	\$600		\$43,475
Dyer, Jordan E.	Disability Resource Center	\$45,450	\$600		\$46,050
Eads, Savanna L.	Child Development Center	\$35,000	\$600	\$202	\$35,802
Earnshaw, Dylan	College Of Natl & App Science	\$48,410	\$600		\$49,010
Easley, Robert E.	Res Life Hous & Din Svc-Fac & Oper	\$38,562	\$600		\$39,162
Eason, Armani R.	Student Support & Opportunity Svcs	\$43,888	\$600		\$44,488
Easter, Eric C.	Planning, Design & Construction	\$73,542	\$600		\$74,142
Eckhart, Heather D.	School-Mental Health & Behavior Sci	\$65,000	\$600		\$65,600
Edgeller, Jennifer D.	WP Academic Tutoring	\$48,888	\$600		\$49,488

Edmond, Brian S.	Computer Services	\$102,592	\$600	\$103,192
Edwards, Brianne D.	Schl Of Earth Enviro & Sustain	\$45,320	\$600	\$45,920
Elkins, Brandon M.	Office Of University Safety	\$42,696	\$600	\$43,296
Elkins, John A.	Fac Mgmt-Maintenance	\$44,719	\$600	\$45,319
Elkins, Sherry B.	Career Center	\$44,558	\$600	\$45,158
Elliott, Cindy L.	School Of Health Care Professions	\$41,230	\$600	\$41,830
Ellis, Deborah L.	Health & Wellness Center	\$53,074	\$600	\$53,674
Ellis, Dennis L.	Fac Mgmt-Maintenance	\$40,705	\$600	\$41,305
Ellis, Evan A.	College Of Business	\$43,888	\$600	\$44,488
Elrod, Keri L.	WP Aquatics-Wellness	\$71,070	\$600	\$71,670
Elsworth, Lisa	Office Of University Safety	\$37,959	\$600	\$38,559
Embretson, Scott A.	Bookstore	\$53,491	\$600	\$54,091
Emery, Ashley N.	Intercollegiate Athletics	\$41,097	\$600	\$41,697
Emery, Jeremy J.	Agriculture-Mtn Grv Campus	\$39,706	\$600	\$40,306
Emmert, Abigail E.	Athletics-Basketball-Women	\$36,753	\$600	\$37,353
Engler, Karen	School-Spec Ed Ldrshp Prof Studies	\$95,983	\$600	\$96,583
Ennis, Kimberly (Kim)	School Of Health Care Professions	\$92,700	\$600	\$93,300
Epperson, Tracey J.	Fac Mgmt-Maintenance	\$58,710	\$600	\$59,310
Essel, Paul J.	Financial Services	\$86,520	\$600	\$87,120
Estes, Rebecca A.	WP Student Advisemnt & Acad Sup Ctr	\$34,250	\$600	\$34,850
Eubanks, Charlee J.	efactory-CBED	\$43,888	\$600	\$44,488
Euglow, Becca	Registrar	\$46,703	\$600	\$47,303
Euglow, Todd R.	Residence Life Housing & Dining Svc	\$77,000	\$600	\$77,600
Evans, Kelly T.	Financial Aid	\$66,184	\$600	\$66,784
Evans, Ronnie D.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126
Ewers, Nova	Alumni Relations	\$50,000	\$600	\$50,600
Fairchild, Austin L.	Fac Mgmt-Custodial	\$34,080	\$600	\$34,680
Fairchild, Marisa D.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Falls, Berlin D.	Fac Mgmt-Custodial	\$40,888	\$600	\$41,488
Falls, Karen S.	Fac Mgmt-Custodial	\$40,061	\$600	\$40,661
Fan, Jinzi	International Programs	\$67,000	\$600	\$67,600
Fansler, Gregory T.	VP University Advancement	\$119,449	\$600	\$120,049
Farooq, Ayesha A.	Health & Wellness Center	\$39,519	\$600	\$40,119

Feeney, Monika S.	School Of Anesthesia	\$233,666	\$600		\$234,266
Feind, Dan	KSMU	\$65,015	\$600		\$65,615
Ferber, Jason C.	OPT	\$46,253	\$600		\$46,853
Ferguson, Julie	Coe-Education Field Experiences	\$43,888	\$600		\$44,488
Ferguson, Michael L.	Alumni Relations	\$58,340	\$600		\$58,940
Ferguson, Wendy M.	Development Office	\$129,131	\$600		\$129,731
Fife, Jordan	Athletics-Track-Women	\$72,522	\$600		\$73,122
Fischer, Scott R.	Library	\$36,043	\$600		\$36,643
Fisher, Destiney R.	Fac Mgmt-Custodial	\$34,081	\$600		\$34,681
Fisher, Megan B.	Athletics Communications	\$45,156	\$600		\$45,756
Flannery, Sean M.	Computer Services	\$67,477	\$600		\$68,077
Foreman, Kerry M.	Fac Mgmt-Maintenance	\$46,061	\$600		\$46,661
Foresee, Chelsea M.	Registrar	\$43,367	\$600		\$43,967
Forshee, B. T.	Technology & Construction Mgmt	\$54,851	\$600		\$55,451
Foster, Karen M.	Plaster Student Union Admin	\$49,757	\$600		\$50,357
Fox, Michael	Networking & Telecommunications	\$51,467	\$600		\$52,067
Francka, Jacob J.	Fac Mgmt-Maintenance	\$51,489	\$600		\$52,089
Franey, Maxwell J.	Athletics-Football-Men	\$51,999	\$600		\$52,599
Franklin, Christopher D.	Athletics-Football-Men	\$70,000	\$600		\$70,600
Franklin, Ronnie	Res Life Hous & Din Svc-Fac & Oper	\$36,956	\$600		\$37,556
Franklin, Savannah S.	Admissions	\$38,001	\$600		\$38,601
Franks, Dalton D.	Intercollegiate Athletics	\$41,230	\$600		\$41,830
Frazier, Toryana N.	Financial Services	\$44,001	\$600		\$44,601
Frederick, Teresa L.	Res Life Hous & Din Svc-Fac & Oper	\$105,470	\$600		\$106,070
Freeman, Kevin L.	Agency For Teaching, Leading & Lng	\$58,620	\$600		\$59,220
Freeman, Louis M.	Web Strategy And Development	\$44,988	\$600		\$45,588
Freeman, Shawn E.	Athletic Medical & Rehab Services	\$103,000	\$600		\$103,600
Frerichs, Warren R.	Graduate College	\$65,345	\$600	\$101	\$66,046
Frey, Mary Kay	Campus Recreation	\$37,701	\$600		\$38,301
Fritz, Marla D.	Advancement Services	\$36,173	\$600		\$36,773
Frizell, Michael L.	Bear Claw	\$74,910	\$600		\$75,510
Froneberger, Christine M.	TRIO	\$43,888	\$600		\$44,488
Gao, Yan	Financial Services	\$69,270	\$600		\$69,870

Gardner, Arianna S.	Alumni Relations	\$54,075	\$600	\$54,675
Gardner, James	Fac Mgmt-Maintenance	\$44,362	\$600	\$44,962
Gardner, Michael R.	Office Of University Safety	\$48,188	\$600	\$48,788
Garland, Brett E.	Criminology	\$144,481	\$600	\$145,081
Garland, Diana K.	Bear Claw	\$69,814	\$600	\$70,414
Garner, Chuck L.	Agency For Teaching, Leading & Lng	\$94,480	\$600	\$95,080
Garretson, Tanya L.	Planning, Design & Construction	\$71,920	\$600	\$72,520
Garrison, Traci A.	School Of Health Care Professions	\$110,263	\$600	\$110,863
Garton, Mike	Provost Office	\$74,695	\$600	\$75,295
Gaspard, Mason J.	International Services	\$51,222	\$600	\$51,822
Gawron, Gretchen A.	Career Center	\$43,888	\$600	\$44,488
Ge, Yidan	Financial Services	\$50,623	\$600	\$51,223
Gebken, Richard J.	Technology & Construction Mgmt	\$145,745	\$600	\$146,345
Geiger, Lacey J.	Computer Services	\$75,921	\$600	\$76,521
Genisio, Carlye J.	Psu-Student Engagement	\$48,235	\$600	\$48,835
George, Janene A.	Research Administration	\$64,138	\$600	\$64,738
George, Jessica N.	Fac Mgmt-Custodial	\$34,417	\$600	\$35,017
George, Nathaniel C.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Gessner, Nancy T.	Art & Design	\$37,727	\$600	\$38,327
Gibby, Zachary D.	Computer Services	\$56,408	\$600	\$57,008
Gieselmann France, Tracie D.	Library	\$52,177	\$600	\$52,777
Gilbert, Tyler	Facilities Management	\$36,225	\$600	\$36,825
Gildard, Myles	McQueary College of Hlth & Hman Svs	\$62,235	\$600	\$62,835
Giles, Chelsey N.	Office of Institutional Effectiveness	\$105,000	\$600	\$105,600
Givens, Dustin	Fac Mgmt-Grounds	\$35,885	\$600	\$36,485
Glaessgen, Tracey A.	Centr Academic Success & Transition	\$69,945	\$600	\$70,545
Glasgow, Betty N.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126
Glenn, Shawnee K.	School Of Anesthesia	\$170,000	\$600	\$170,600
Glynn, Timothy S.	Res Life Hous & Din Svc-Fac & Oper	\$35,430	\$600	\$36,030
Gnade, Kara A.	Athletic Medical & Rehab Services	\$49,410	\$600	\$50,010
Gnau, Jaime B.	School Of Health Sciences	\$64,543	\$600	\$65,143
Goerndt, Angela M.	Research Administration	\$58,820	\$600	\$59,420
Goetz, Molly G.	Residence Life Housing & Dining Svc	\$43,888	\$600	\$44,488

Goff, Cortney D.	Plaster Student Union Admin	\$46,351	\$600	\$46,951
Goheen, Donicia K.	Residence Life Housing & Dining Svc	\$34,081	\$600	\$34,681
Goheen, Lindsey K.	Residence Life Housing & Dining Svc	\$33,737	\$600	\$34,337
Golden, Brooke M.	Admissions	\$39,141	\$600	\$39,741
Golden, Mary L.	Provost Office	\$64,297	\$600	\$64,897
Gomez, Ramona R.	Residence Life Housing & Dining Svc	\$26,779	\$498	\$27,277
Gong, Xiao'ou	College Of Business	\$64,147	\$600	\$64,747
Good, Craig	College Of Natl & App Science	\$52,953	\$600	\$53,553
Goodman, Melissa R.	Intercollegiate Athletics	\$58,526	\$600	\$59,126
Goodwin, Amy M.	School Of Health Care Professions	\$36,111	\$600	\$36,711
Goodwin, Debra A.	Development Office	\$42,742	\$600	\$43,342
Goodwin, Juliana L.	Creative Services	\$48,645	\$600	\$49,245
Goodwin, Scott	Library	\$54,994	\$600	\$55,594
Gordon, Nancy A.	Faculty Ctr For Teaching & Learning	\$82,884	\$600	\$83,484
Gott, Sarah E.	Bookstore	\$58,000	\$600	\$58,600
Graham, Alexandra E.	WP Dean Of Acad Affairs Office	\$57,000	\$600	\$57,600
Graham, Christy L.	Graduate College	\$61,293	\$600	\$61,893
Graham, Diana	Res Life Hous & Din Svc-Fac & Oper	\$47,443	\$600	\$48,043
Graham, Ning	Financial Services	\$58,710	\$600	\$59,310
Graves, Tahara J.	Facilities Management	\$43,062	\$600	\$43,662
Gray, Alec	Financial Services	\$43,888	\$600	\$44,488
Gray, Brittany J.	Intercollegiate Athletics	\$50,000	\$600	\$50,600
Green, Carol J.	Office of Institutional Effectiveness	\$49,081	\$600	\$49,681
Gregory, Joshua A.	WP Bookstore	\$36,524	\$600	\$37,124
Greim, Robert D.	Development Office	\$65,000	\$600	\$65,600
Grevillius, Jeffrey R.	Bookstore	\$60,584	\$600	\$61,184
Gribben, Eric A.	Fac Mgmt-Maintenance	\$50,161	\$600	\$50,761
Griffin, Tex A.	Fac Mgmt-Custodial	\$32,136	\$600	\$32,736
Griffith, Kasey L.	Athletics-Softball-Women	\$95,275	\$600	\$95,875
Grills, Benton G.	WP Physical Plant	\$35,070	\$600	\$35,670
Grindstaff, Brian K.	College Of Natl & App Science	\$57,757	\$600	\$58,357
Grisham, Paige M.	Development Office	\$56,238	\$600	\$56,838
Gross, Tracy L.	Faculty Ctr For Teaching & Learning	\$69,216	\$600	\$69,816

Guensch, Darren P.	Athletics-Basketball-Women	\$129,780	\$600	\$130,380
Guilbault, Kayla A.	Office Of Strategic Communication	\$54,075	\$600	\$54,675
Guillen, Tristen K.	Plaster Student Union Physical Plnt	\$33,743	\$600	\$34,343
Guo, Xiang	Information Tech And Cybersecurity	\$185,400	\$600	\$186,000
Hackworth, Michel K.	Financial Services	\$118,450	\$600	\$119,050
Hader, William K.	VP Community & Global Partnerships	\$92,901	\$600	\$93,501
Haener, Lori B.	Health & Wellness Center	\$57,253	\$600	\$57,853
Hair, Sarah J.	Graduate College	\$37,252	\$600	\$37,852
Hale, Austin	Athletics-Tennis-Women	\$43,260	\$600	\$43,860
Hall, David A.	Facilities Management	\$118,829	\$600	\$119,429
Hall, Eric M.	Res Life Hous & Din Svc-Fac & Oper	\$31,200	\$600	\$31,800
Hall, John A.	Criminology	\$53,818	\$600	\$54,418
Hall, Stef	VP Student Affairs	\$50,522	\$600	\$51,122
Halpin, Maxwell C.	Athletics-Football-Men	\$82,400	\$600	\$83,000
Hamilton, Melisa A.	efactory-CBED	\$54,075	\$600	\$54,675
Hamilton, Timmarie I.	School-Mental Health & Behavior Sci	\$47,415	\$600	\$48,015
Hammar, Abraham T.	International Programs	\$73,130	\$600	\$73,730
Hamon, Pascal	English Language Institute	\$69,129	\$600	\$69,729
Hampton, Mona J.	Procurement Services	\$38,890	\$600	\$39,490
Handley, Scott E.	Honors College	\$84,613	\$600	\$85,213
Haney, Lisa M.	Ctr For Archeological Research	\$47,582	\$600	\$48,182
Hankins, Amy D.	Library	\$42,371	\$600	\$42,971
Haraldson, Kylie J.	Access & Success Programs	\$43,888	\$600	\$44,488
Harbaugh, Rebecca	Registrar	\$70,725	\$600	\$71,325
Hardy, Jason A.	College Of Business	\$50,498	\$600	\$51,098
Hargiss, Raymond	Campus Recreation	\$46,115	\$600	\$46,715
Harp, Paige E.	Library	\$46,734	\$600	\$47,334
Harp, Dave	Computer Services	\$54,576	\$600	\$55,176
Harper, Alison K.	Alumni Relations	\$72,943	\$600	\$73,543
Harris, Alma J.	WP Physical Plant	\$33,743	\$600	\$34,343
Harris, Hannah Jayne	School-Mental Health & Behavior Sci	\$58,635	\$600	\$59,235
Harris, Haylee D.	Child Development Center	\$26,520	\$450	\$26,970
Harris, Laura M.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126

Harris, Marco M.	Athletics-Basketball-Men	\$95,000	\$600	\$95,600
Harrison, Katie A.	Counseling Center	\$41,948	\$498	\$42,446
Harrison, Becky	International Programs	\$58,661	\$600	\$59,261
Hart, Algerian	McQueary College of Hlth & Hman Svs	\$178,448	\$600	\$179,048
Harter, Sharon K.	McQueary College of Hlth & Hman Svs	\$43,888	\$600	\$44,488
Hartzler, Nathan S.	RCASH	\$70,000	\$600	\$70,600
Harvey, Terrill A.	Bookstore	\$40,817	\$600	\$41,417
Hash, Martha J.	Health & Wellness Center	\$39,519	\$600	\$40,119
Haskins, Joanna L.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126
Haug, Alli	Creative Services	\$43,888	\$600	\$44,488
Hauschildt, Mitchell D.	Athletic Medical & Rehab Services	\$57,571	\$600	\$58,171
Hauschildt, Shannon M.	Physician Assistant Studies	\$131,325	\$600	\$131,925
Havens, Taylor R.	Psu-Student Engagement	\$35,359	\$600	\$35,959
Hawkins, Derrick L.	Fac Mgmt-Maintenance	\$57,844	\$600	\$58,444
Hawkins, Joseph S.	Athletics-Baseball-Men	\$148,320	\$600	\$148,920
Hawkins, Ross J.	Academic Advising And Transfer Ctr	\$86,719	\$600	\$87,319
Hawkins, Thomas R.	Fac Mgmt-Custodial	\$34,755	\$600	\$35,355
Hay, Amanda	Research Administration	\$46,350	\$600	\$46,950
Haymans, Leonard A.	Fac Mgmt-Maintenance	\$58,497	\$600	\$59,097
Haynes, Tabitha J.	Library	\$60,000	\$600	\$60,600
Hays, Brian J.	College Of Natl & App Science	\$64,897	\$600	\$65,497
Hays, Nicole	Computer Services	\$60,963	\$450	\$61,413
Heidendal, Ann M.	McQueary College of Hlth & Hman Svs	\$44,199	\$600	\$44,799
Heidendal, Egon J.	Institutional Effectiveness Office	\$144,200	\$600	\$144,800
Helton, Kelli N.	School-Mental Health & Behavior Sci	\$36,208	\$600	\$36,808
Henderson, Tabitha L.	Finance, Economics& Risk Management	\$38,365	\$600	\$38,965
Hendrickson, Donald R.	Advancement Services	\$57,913	\$600	\$58,513
Henline, Jamie L.	KSMU	\$59,740	\$600	\$60,340
Henroid, Hanna M.	Admissions	\$39,141	\$600	\$39,741
Henry, Bethany M.	Planning, Design & Construction	\$96,000	\$600	\$96,600
Henry, Catie	Residence Life Housing & Dining Svc	\$31,719	\$600	\$32,319
Hensley, Katy	Financial Services	\$61,646	\$600	\$62,246
Hensley, Ronald E.	WP Physical Plant	\$70,583	\$600	\$71,183

Herchenroeder, Cory A.	Athletics-Soccer-Women	\$39,367	\$600		\$39,967
Hernandez, Tamara L.	Office Of Human Resources	\$42,845	\$600		\$43,445
Herr, Christopher J.	Theatre & Dance	\$139,050	\$600		\$139,650
Heslip, Christina P.	Fac Mgmt-Custodial	\$34,081	\$600		\$34,681
Hess, Joshua W.	Schl Of Earth Enviro & Sustain	\$50,470	\$600		\$51,070
Hetzler, Tona M.	School Of Health Sciences	\$147,887	\$600		\$148,487
Hicks, Lindsey K.	WP Career Development Center	\$48,365	\$600		\$48,965
Hiers, Shelby R.	Intercollegiate Athletics	\$56,341	\$600		\$56,941
High, Carrie A.	Fac Mgmt-Custodial	\$43,888	\$600		\$44,488
Hight, Shanna M.	Agency For Teaching, Leading & Lng	\$58,620	\$600		\$59,220
Hill, Jenny	School-Mental Health & Behavior Sci	\$30,030	\$450	\$131	\$30,611
Hill, Patrick R.	Art & Design	\$40,922	\$600		\$41,522
Hill, Sheryl K.	Residence Life Housing & Dining Svc	\$35,092	\$600		\$35,692
Himes, Marcia K.	School Of Health Care Professions	\$123,600	\$600		\$124,200
Hintze, Ingrid G.	Fac Mgmt-Custodial	\$34,080	\$600		\$34,680
Hittenberger Ortiz, Rhonda L.	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Hodges, Simon A.	WP Physical Plant	\$31,200	\$600		\$31,800
Hoelscher, Carrisa	Graduate College	\$130,000	\$600		\$130,600
Hoelscher, Seth	Finance, Economics& Risk Management	\$199,605	\$600		\$200,205
Hoener, Jeff D.	Computer Services	\$86,609	\$600		\$87,209
Hoff, Nathan E.	Registrar	\$70,725	\$600		\$71,325
Hoggarth, Joshua	Fac Mgmt-Custodial	\$34,417	\$600		\$35,017
Holman, Gregory J.	KSMU	\$51,912	\$600		\$52,512
Holmes, Julia M.	Legal Affairs And Compliance	\$88,480	\$600		\$89,080
Holt, Shannon B.	Office of Institutional Effectiveness	\$75,000	\$600		\$75,600
Hook, Joi	Agency For Teaching, Leading & Lng	\$42,122	\$600		\$42,722
Hope, Marsha A.	Admissions	\$42,781	\$600		\$43,381
Hopkins, Jeni	Greenwood Lab School	\$78,733	\$600		\$79,333
Hopkins, Joshua T.	College Of Education	\$60,144	\$600		\$60,744
Hornback, Jim	College Of Business	\$47,998	\$600		\$48,598
Hornberger, Robert S.	Enrollment Management & Services	\$137,445	\$600		\$138,045
Horne, Nicholas V.	TRIO	\$61,862	\$600		\$62,462
Horst, Kevin	Fac Mgmt-Maintenance	\$43,713	\$600		\$44,313

Horton, Tara L.	efactory-CBED	\$70,298	\$600	\$70,898
Howell, Cynthia L.	Development Office	\$72,943	\$600	\$73,543
Hrdy, Ann M.	Coe-Education Advisement	\$43,888	\$600	\$44,488
Hubbard, Austin	Printing Services	\$43,882	\$600	\$44,482
Huddleston, Cyneca B.	WP Residence Life	\$43,888	\$600	\$44,488
Huelskamp, James G.	Fac Mgmt-Maintenance	\$44,385	\$600	\$44,985
Huey, Paula J.	Office Of Human Resources	\$49,311	\$600	\$49,911
Huff, Amy N.	Office Of Education Abroad	\$46,721	\$600	\$47,321
Huff, Kristina N.	WP Student Services	\$34,081	\$600	\$34,681
Hughes, Ashton L.	Financial Services	\$36,420	\$600	\$37,020
Hughes, Matt	WP General Athletics	\$60,000	\$600	\$60,600
Hughson, Joshua C.	Networking & Telecommunications	\$49,488	\$600	\$50,088
Hulstine, Rachel C.	Health & Wellness Center	\$34,319	\$600	\$34,919
Humbyrd, Sandy	Agency For Teaching, Leading & Lng	\$58,620	\$600	\$59,220
Humiston, John L.	Fac Mgmt-Maintenance	\$46,015	\$600	\$46,615
Hunt, Anna B.	Theatre & Dance	\$45,661	\$600	\$46,261
Hunt, Chastity A.	Intercollegiate Athletics	\$118,006	\$600	\$118,606
Hurn, Patrick J.	Office Of Human Resources	\$89,981	\$600	\$90,581
Hurt, Timothy W.	Computer Services	\$66,950	\$600	\$67,550
Hurt, Luke A.	WP Student Life	\$57,968	\$600	\$58,568
Huskisson Coker, Marilyn M.	Fac Mgmt-Custodial	\$33,743	\$600	\$34,343
Icenhower, Sue	WP Registration & Records	\$35,022	\$600	\$35,622
Iler, Bradley L.	Fac Mgmt-Maintenance	\$54,079	\$600	\$54,679
Iler, Kimberly A.	Office Of University Safety	\$35,671	\$600	\$36,271
Inmon, Josh	Juanita K Hammons Hall	\$66,950	\$600	\$67,550
Ioia, Savion	Cybersecurity And Enterprise System	\$66,950	\$600	\$67,550
Ireland, Kimberly D.	School Of Health Care Professions	\$79,028	\$600	\$79,628
Ireton, Michael A.	Fac Mgmt-Custodial	\$33,743	\$600	\$34,343
Irons, Chrystal D.	efactory-CBED	\$96,254	\$600	\$96,854
Ives, Brandon T.	Ctr For Archeological Research	\$47,415	\$600	\$48,015
Ivy-Medlock, Vonetta L.	Institutional Equity & Compliance	\$55,157	\$600	\$55,757
Jackson, Amy A.	Sbdc	\$61,800	\$600	\$62,400
Jackson, Michelle	School Of Health Care Professions	\$92,700	\$600	\$93,300

Jacobson, Victoria L.	Financial Aid	\$58,010	\$600		\$58,610
Jaeger, Randy	Fac Mgmt-Custodial	\$34,417	\$600		\$35,017
Jahnke, Tamera S.	Provost Office	\$185,000	\$600		\$185,600
James, Kevin A.	International Programs	\$51,500	\$600		\$52,100
Jarvis, Michael L.	Greenwood Lab School	\$41,931	\$600		\$42,531
Jay, Jon R.	Res Life Hous & Din Svc-Fac & Oper	\$47,985	\$600		\$48,585
Jean, Paula M.	Res Life Hous & Din Svc-Fac & Oper	\$44,882	\$600		\$45,482
Jeffreys, Joshua	Computer Services	\$52,953	\$600		\$53,553
Jennings, Shannon M.	Cybersecurity And Enterprise System	\$72,411	\$600		\$73,011
Jett, Melissa J.	WP Admissions	\$58,010	\$600		\$58,610
Jiang, Yinxu	VP Community & Global Partnerships	\$51,500	\$600		\$52,100
Jimenez, Geoffrey E.	Athletics-Baseball-Men	\$70,000	\$600		\$70,600
Jimenez, Nicole	Athletics Strength & Conditioning	\$45,423	\$600		\$46,023
Jochims, Lynda A.	Financial Services	\$70,298	\$600		\$70,898
Johnson, Alex B.	Citizenship & Service Learning	\$56,753	\$600	\$78	\$57,431
Johnson, Jessica N.	WP Student Advisemnt & Acad Sup Ctr	\$40,039	\$600	\$175	\$40,814
Johnson, Mark A.	Res Life Hous & Din Svc-Fac & Oper	\$40,062	\$600		\$40,662
Johnson, Rebecca S.	School Of Nursing	\$83,230	\$600		\$83,830
Johnson, Sandra L.	Provost Office	\$37,561	\$600		\$38,161
Johnson, Steven M.	Fac Mgmt-Maintenance	\$39,519	\$600		\$40,119
Johnson, Tyler L.	School Of Nursing	\$80,000	\$600		\$80,600
Johnston, Jennifer A.	English Language Institute	\$65,701	\$600		\$66,301
Jolley, Jason R.	RCASH	\$162,225	\$600		\$162,825
Jones, Grant P.	Internal Audit And Risk Management	\$73,109	\$600		\$73,709
Jones, Jacqueline M.	Financial Services	\$49,623	\$600		\$50,223
Jones, Jeffrey A.	Legal Affairs And Compliance	\$46,350	\$600		\$46,950
Jones, Jeffrey S.	College Of Business	\$210,586	\$600		\$211,186
Jones, Julie S.	McQueary College of Hlth & Hman Svs	\$43,888	\$600		\$44,488
Jones, Kallen A.	Residence Life Housing & Dining Svc	\$52,583	\$600		\$53,183
Jones, Lauren E.	School Of Health Care Professions	\$86,696	\$600		\$87,296
Jones, Matthew C.	Hammons Student Center	\$45,661	\$600		\$46,261
Jones, Regan E.	Athletics Communications	\$43,888	\$600		\$44,488
Jones, Sarah M.	School Of Health Care Professions	\$85,345	\$600		\$85,945

Jones, Scott A.	Dual Credit	\$76,461	\$600		\$77,061
Jones, Shawna J.	Child Development Center	\$34,278	\$600		\$34,878
Jones-Wolf, Pheonix S.	Facilities Management	\$35,885	\$600		\$36,485
Jordan, Madison A.	Graduate College	\$58,656	\$600		\$59,256
Juarez, Noah J.	Fac Mgmt-Maintenance	\$55,701	\$600		\$56,301
Julian, Holly L.	Health & Wellness Center	\$46,359	\$528		\$46,887
Kahre, Peggy	Marketing	\$38,021	\$600		\$38,621
Kane, Kevin C.	Athletics-Golf-Women	\$49,272	\$600		\$49,872
Karmakar, Keya	Facilities Management	\$36,554	\$600		\$37,154
Katangur, Ajay K.	Computer Science	\$184,021	\$600		\$184,621
Keaton, James K.	School Of Anesthesia	\$185,361	\$600		\$185,961
Keehner, Holly R.	College Of Natl & App Science	\$31,782	\$600	\$196	\$32,577
Keele, Campbell M.	Academic Advising And Transfer Ctr	\$52,565	\$600		\$53,165
Keene, Amy M.	Admissions	\$40,479	\$600		\$41,079
Keeth, Jonathan G.	Jordan Valley Innovation Center	\$97,020	\$600		\$97,620
Kelley, Bart L.	Office Of Human Resources	\$70,609	\$600		\$71,209
Kelley, Zackary L.	Campus Recreation	\$50,766	\$600		\$51,366
Kellough, Charlie	Admissions	\$39,141	\$600		\$39,741
Kelly, Deborah D.	Plaster Student Union Admin	\$31,200	\$600		\$31,800
Kelly, Erin M.	Psu-Event And Meeting Services	\$34,278	\$600		\$34,878
Keltner, Connor M.	Development Office	\$65,000	\$600		\$65,600
Kemp, Michael A.	Fac Mgmt-Maintenance	\$53,570	\$600		\$54,170
Kennedy, Kathleen A.	History	\$135,164	\$600		\$135,764
Kerley, Christina J.	WP Business Office	\$64,183	\$600		\$64,783
Kerns, Ronald E.	WP Director of University Communications	\$45,126	\$600		\$45,726
Kersey, Rachel E.	Library	\$50,831	\$600		\$51,431
Kesireddy, Jhansi	Residence Life Housing & Dining Svc	\$62,987	\$600		\$63,587
Ketchum-Brewer, Karmen L.	College Of Business	\$55,628	\$600		\$56,228
Kettler, Bonnie B.	Juanita K Hammons Hall	\$39,290	\$600		\$39,890
Keyes, Chloe E.	Assoc VP For Economic Development	\$72,100	\$600		\$72,700
Keyes, Kasey E.	Provost Office	\$51,500	\$600		\$52,100
Khan, Faizan Z.	Web Strategy And Development	\$48,410	\$600		\$49,010
Kidula, Iris K.	English Language Institute	\$50,552	\$600		\$51,152

Kiely, Janae J.	Facilities Management	\$59,483	\$600	\$60,083
Kim, Kyoungtae	Biology	\$141,269	\$600	\$141,869
Kindhart, Rick	Athletics Communications	\$87,928	\$600	\$88,528
Kingham, Diane	College Of Business	\$43,918	\$600	\$44,518
Kintner, Ellen G.	Financial Aid	\$41,368	\$600	\$41,968
Kirk, Garrett	College Of Agriculture	\$45,661	\$600	\$46,261
Kirkland-Ives, Mitzi K.	Art & Design	\$81,305	\$600	\$81,905
Kleier, Kevin C.	Facilities Management	\$33,743	\$600	\$34,343
Kliethermes, Sean W.	Admissions	\$60,944	\$600	\$61,544
Knepper, Charna M.	Health & Wellness Center	\$58,371	\$600	\$58,971
Knight, Choompoonoot	College Of Business	\$50,470	\$600	\$51,070
Knight, Rachel A.	OPT	\$119,438	\$600	\$120,038
Kopas, Shai A.	Counseling Center	\$49,410	\$600	\$50,010
Kouns, Holly B.	Library	\$81,790	\$600	\$82,390
Kovach, Phillip E.	VP University Advancement	\$43,888	\$600	\$44,488
Kramer, Vicki	Legal Affairs And Compliance	\$62,004	\$600	\$62,604
Krom, Megan E.	Career Center	\$43,888	\$600	\$44,488
Kunkel, Allen D.	Assoc VP For Economic Development	\$156,818	\$600	\$157,418
Lacava, William B.	Residence Life Housing & Dining Svc	\$77,401	\$600	\$78,001
Ladd, Ronda R.	VP Administration And Finance	\$45,525	\$600	\$46,125
Ladd, Taylor L.	Creative Services	\$43,888	\$600	\$44,488
Lafarlette, Missi	School Of Health Sciences	\$35,378	\$600	\$35,978
LaFon, James C.	Missouri State Outreach	\$49,919	\$600	\$50,519
Lafoon-Musil, Tina	Residence Life Housing & Dining Svc	\$26,000	\$498	\$26,498
Lair, Brett H.	Computer Services	\$50,624	\$600	\$51,224
Lair, Heath F.	WP Information Technology Services	\$56,805	\$600	\$57,405
Lair, Krista J.	WP Dean Of Acad Affairs Office	\$58,526	\$600	\$59,126
Lambert, Joshua D.	Library	\$88,343	\$600	\$88,943
Lapel, Christina M.	International Services	\$61,779	\$600	\$62,379
Larangeira, Kristy S.	Music	\$36,587	\$600	\$37,187
Larimore Vargas, Aubrey	Computer Services	\$67,674	\$600	\$68,274
Larson, Deborah L.	Communicaton Media Journalsm & Film	\$139,050	\$600	\$139,650
Laswell, Kevin M.	Fac Mgmt-Custodial	\$35,429	\$600	\$36,029

Lawson, Jeffrey L.	Library	\$39,923	\$600		\$40,523
Layman, Jill K.	School Of Anesthesia	\$200,343	\$600		\$200,943
Leas, Brian P.	Networking & Telecommunications	\$87,385	\$600		\$87,985
Lee, Anthony R.	Fac Mgmt-Custodial	\$40,020	\$600		\$40,620
Lee, Jamie N.	Computer Services	\$58,710	\$600		\$59,310
Lee, Jason A.	Networking & Telecommunications	\$85,123	\$600		\$85,723
Lee, Jon	Computer Services	\$79,416	\$600		\$80,016
Lee, Rose M.	College Of Education	\$48,750	\$600		\$49,350
Lester, Sharon D.	Bursars Office	\$40,989	\$600		\$41,589
Letterman, Debbie S.	Psu-Event And Meeting Services	\$51,438	\$600		\$52,038
Letterman, Emily R.	Office Of Strategic Communication	\$47,440	\$600		\$48,040
Lewellen, Ashleigh M.	Campus Recreation	\$90,317	\$600		\$90,917
Lewin, Monica M.	Registrar	\$60,000	\$600		\$60,600
Lewis, Betty	International Programs	\$94,271	\$600		\$94,871
Li, Yingying	College Of Business	\$61,800	\$600		\$62,400
Liggett, Allan J.	School Of Health Care Professions	\$93,768	\$600		\$94,368
Lilly, Josiah G.	Intercollegiate Athletics	\$34,349	\$600		\$34,949
Lin, Shawn R.	Computer Services	\$72,635	\$600		\$73,235
Linck, Chad M.	Athletic Medical & Rehab Services	\$50,892	\$600		\$51,492
Lindeman, Jeanne M.	Institutional Effectiveness Office	\$64,413	\$600		\$65,013
Lininger, Gale	College Of Natl & App Science	\$44,955	\$600		\$45,555
Liu, Dandan	VP Community & Global Partnerships	\$85,490	\$600		\$86,090
Livingston, Corbin R.	OPT	\$37,792	\$600		\$38,392
Lo, Tsee B.	Fac Mgmt-Grounds	\$37,432	\$600		\$38,032
Lockhart, Vanessa P.	Library	\$35,047	\$600		\$35,647
Lofton, Denise	Office Of Human Resources	\$58,567	\$600		\$59,167
Long, Christy	Financial Aid	\$43,888	\$600		\$44,488
Long, Ann C.	Agency For Teaching, Leading & Lng	\$56,821	\$600	\$10	\$57,431
Long, Rocky	WP Instruction	\$60,000	\$600		\$60,600
Long, Ronnie J.	Office Of University Safety	\$31,011	\$498		\$31,509
Long, Shelia J.	Agriculture-Mtn Grv Campus	\$39,519	\$600		\$40,119
Lopez, Maria L.	Bursars Office	\$38,890	\$600		\$39,490
Loughary, BriAnne M.	English	\$50,985	\$600		\$51,585

Loveland, Marina C.	Research Administration	\$94,130	\$600		\$94,730
Luebbert, Randy	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Lueck, Eric B.	Agriculture-Mtn Grv Campus	\$36,321	\$600		\$36,921
Lueck, Marty	Agriculture-Mtn Grv Campus	\$86,569	\$600		\$87,169
Luellen, Heather M.	Theatre & Dance	\$65,492	\$600		\$66,092
Luhm, Aaron J.	Admissions	\$41,098	\$600		\$41,698
Lynch, Christopher T.	Political Science & Philosophy	\$131,943	\$600		\$132,543
Maben, Katelyn D.	School Of Health Care Professions	\$98,653	\$600		\$99,253
Mack, Bryan E.	Athletics-Track-Women	\$44,990	\$600		\$45,590
Maddeaux, Stacey	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Madsen, Michelle M.	Residence Life Housing & Dining Svc	\$58,942	\$600		\$59,542
Magruder, Matt	Admissions	\$93,215	\$600		\$93,815
Mahan, Elizabeth W.	WP Allied Health Division	\$53,988	\$600		\$54,588
Maher-Felton, Lyssa E.	School Of Health Care Professions	\$35,369	\$600		\$35,969
Mahr, Julie A.	Child Development Center	\$31,200	\$600		\$31,800
Malarkey, Elizabeth A.	KSMU	\$45,254	\$600		\$45,854
Mallonee, Blanca V.	Student Success	\$45,225	\$600		\$45,825
Maness, Scott J.	Office Of University Safety	\$45,661	\$600		\$46,261
Marcum, Drew	College Of Business	\$65,870	\$600		\$66,470
Mardis, Michael	Planning, Design & Construction	\$90,064	\$600		\$90,664
Marler, Morgan E.	Office Of Education Abroad	\$46,716	\$600		\$47,316
Marler, Travis L.	College Of Education	\$56,865	\$600		\$57,465
Marre Jr, Ted	Res Life Hous & Din Svc-Fac & Oper	\$34,755	\$600		\$35,355
Martin, Cuonzo L.	Basketball-Men	\$625,000	\$600		\$625,600
Martin, Daniel R.	Fac Mgmt-Maintenance	\$49,919	\$600		\$50,519
Martin, Galen L.	Health & Wellness Center	\$61,862	\$600		\$62,462
Martin, Keith A.	Office Of University Safety	\$39,277	\$600		\$39,877
Martin, Robert J.	Cybersecurity And Enterprise System	\$124,373	\$600		\$124,973
Mashouri, Vida	Chemistry And Biochemistry	\$31,782	\$600	\$196	\$32,577
Maska, Monte D.	Health & Wellness Center	\$185,400	\$480		\$185,880
Massey, Eddie	Agriculture-Mtn Grv Campus	\$33,743	\$600		\$34,343
Matl, Taylor M.	Admissions	\$48,656	\$600		\$49,256
Matney, Jessica L.	McQueary College of Hlth & Hman Svs	\$51,500	\$600		\$52,100

Matthews, John W.	Office Of University Safety	\$69,298	\$600	\$69,898
Matthews, Shannon	Biology	\$38,562	\$600	\$39,162
Mattox, Brandon S.	Cybersecurity And Enterprise System	\$66,950	\$600	\$67,550
Mattox, Brenna N.	Contribution Management	\$41,776	\$600	\$42,376
Maxwell, Danelle K.	Career Center	\$43,888	\$600	\$44,488
Mayanovic, Robert A.	Physics Astronomy & Materials Sci	\$141,607	\$600	\$142,207
Mayer, Rachel C.	Theatre & Dance	\$36,591	\$600	\$37,191
Mayes, Hillary J.	McQueary College of Hlth & Hman Svs	\$78,259	\$600	\$78,859
McBride, Amber M.	Graduate College	\$61,800	\$600	\$62,400
McCart, Rachelle I.	Fac Mgmt-Custodial	\$36,612	\$600	\$37,212
McCarty, Mark A.	Printing Services	\$82,836	\$600	\$83,436
McClarnon, Callie N.	Office Of Human Resources	\$47,281	\$600	\$47,881
McCoy, Jodi Lynn	Art & Design	\$56,303	\$600	\$56,903
McCoy, Tai L.	Admissions	\$59,303	\$600	\$59,903
McCoy, Theresa A.	Cio Information Services	\$130,706	\$600	\$131,306
McCoy, William J.	Res Life Hous & Din Svc-Fac & Oper	\$26,779	\$498	\$27,277
McCrory, Kenneth L.	College Of Natl & App Science	\$76,486	\$600	\$77,086
McDaniel, Jessica A.	WP Registration & Records	\$35,022	\$600	\$35,622
McDaniel, Lindsey M.	Development Office	\$51,912	\$600	\$52,512
McDonald, Michelle D.	Admissions	\$36,362	\$600	\$36,962
McElwain, Amanda J.	Facilities Management	\$35,565	\$600	\$36,165
McElwain, Jason T.	Fac Mgmt-Maintenance	\$55,778	\$600	\$56,378
McEowen, Lisa L.	Library	\$47,853	\$600	\$48,453
McFadden, Robert C.	Campus Recreation	\$35,430	\$600	\$36,030
McGee, Emily A.	Planning, Design & Construction	\$86,973	\$600	\$87,573
McGhee, Matthew	Residence Life Housing & Dining Svc	\$53,946	\$600	\$54,546
McGuire, William D.	Intercollegiate Athletics	\$67,000	\$600	\$67,600
McHenry, Timothy S.	Legal Affairs And Compliance	\$56,650	\$600	\$57,250
McIntyre, Dawn M.	Financial Services	\$61,646	\$600	\$62,246
McIver, Joshua	Fac Mgmt-Maintenance	\$47,839	\$600	\$48,439
McIver, Timothy R.	Fac Mgmt-Maintenance	\$42,741	\$600	\$43,341
McKenzie, Seamus D.	OPT	\$48,668	\$600	\$49,268
McKinney, Kristina N.	Residence Life Housing & Dining Svc	\$26,000	\$498	\$26,498

McKinney, Rebekah J.	WP Library	\$62,096	\$600	\$62,696
McLaughlin, John E.	Res Life Hous & Din Svc-Fac & Oper	\$34,417	\$600	\$35,017
McNay, Jennifer	Health & Wellness Center	\$190,759	\$480	\$191,239
McNish, Natalie B.	Internal Audit And Risk Management	\$140,595	\$600	\$141,195
McReynolds, Jaci	Ozarks Public Health	\$93,730	\$600	\$94,330
McRoberts, Steven E.	Intercollegiate Athletics	\$128,131	\$600	\$128,731
McShan, Jessica R.	McQueary College of Hlth & Hman Svs	\$47,490	\$600	\$48,090
McWilliams, Katie L.	Admissions	\$40,495	\$600	\$41,095
Medina, Lu	Financial Services	\$43,888	\$600	\$44,488
Meinert, David B.	College Of Business	\$236,737	\$600	\$237,337
Melnychenko, Caitlin A.	Intercollegiate Athletics	\$58,500	\$600	\$59,100
Melton, Emily M.	efactory-CBED	\$41,698	\$600	\$42,298
Melton, Micki J.	Procurement Services	\$50,050	\$600	\$50,650
Menefee, Kelsey M.	University Advancement Relations	\$59,150	\$600	\$59,750
Meraz, Juan	Enrollment Management & Services	\$99,022	\$600	\$99,622
Merritt, Clayton D.	Juanita K Hammons Hall	\$39,098	\$600	\$39,698
Metzger, Benjamin P.	Admissions	\$67,305	\$600	\$67,905
Meyer, Brad	OPT	\$66,950	\$600	\$67,550
Michalak, Janeen L.	Management	\$36,473	\$600	\$37,073
Michelfelder, Gary	Schl Of Earth Enviro & Sustain	\$126,476	\$600	\$127,076
Miller, Andrea	Library	\$75,117	\$600	\$75,717
Miller, Chaz	English Language Institute	\$43,452	\$600	\$44,052
Miller, Dian T.	Juanita K Hammons Hall	\$56,650	\$600	\$57,250
Miller, Duane F.	Intercollegiate Athletics	\$43,888	\$600	\$44,488
Miller, Lisa J.	Fac Mgmt-Custodial	\$33,743	\$600	\$34,343
Miller, Tanya	WP Student Services	\$43,888	\$600	\$44,488
Million, Lesley C.	College Of Agriculture	\$41,592	\$600	\$42,192
Mills, Brandon A.	Cybersecurity And Enterprise System	\$67,674	\$600	\$68,274
Mincey, Martha E.	Art & Design	\$59,172	\$600	\$59,772
Mings, Deidre A.	Office Of Human Resources	\$70,354	\$600	\$70,954
Minor, Andrew R.	Fac Mgmt-Custodial	\$34,080	\$600	\$34,680
Mitchell, Christopher A.	Fac Mgmt-Custodial	\$32,136	\$600	\$32,736
Mitchell, Donald A.	Fac Mgmt-Custodial	\$35,092	\$600	\$35,692

Mitchell, Grace M.	Bookstore	\$35,857	\$600	\$36,457
Mitchell, Jeffrey D.	Legal Affairs And Compliance	\$118,084	\$600	\$118,684
Mitchell, Melissa K.	Fac Mgmt-Custodial	\$31,200	\$600	\$31,800
Mitchell, Shanon N.	Planning, Design & Construction	\$84,954	\$600	\$85,554
Mittler, David M.	Res Life Hous & Din Svc-Fac & Oper	\$33,743	\$600	\$34,343
Moake, Sara A.	Financial Services	\$58,710	\$600	\$59,310
Moentnish, Shirley J.	Library	\$53,118	\$600	\$53,718
Moles, Howard A.	GSB Arena	\$33,743	\$600	\$34,343
Moncrief, Keith A.	Fac Mgmt-Custodial	\$38,112	\$600	\$38,712
Moncrief, Kevin B.	Residence Life Housing & Dining Svc	\$36,956	\$600	\$37,556
Monticelli, Donna M.	WP Admissions	\$35,857	\$600	\$36,457
Mook, Natalie	Schl Of Agri Sci And Conservation	\$55,531	\$600	\$56,131
Moore, Amy M.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126
Moore, Bryan	Cybersecurity And Enterprise System	\$67,674	\$600	\$68,274
Moore, Brent	OPT	\$93,562	\$600	\$94,162
Moore, Jen	Financial Aid	\$43,888	\$600	\$44,488
Moore, Paula M.	English Language Institute	\$93,215	\$600	\$93,815
Moore, Rachel J.	Communication Sciences & Disorders	\$70,500	\$600	\$71,100
Moore, Rob	Financial Aid	\$92,774	\$600	\$93,374
Moore, Terry W.	Fac Mgmt-Maintenance	\$51,418	\$600	\$52,018
Moore, Kay	Financial Services	\$38,241	\$600	\$38,841
Moreland, Shianne K.	Schl Of Agri Sci And Conservation	\$52,530	\$600	\$53,130
Morelock, Melissa A.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Moreno, Ronald D.	Fac Mgmt-Custodial	\$40,619	\$600	\$41,219
Moreno, Sherry L.	Fac Mgmt-Custodial	\$36,395	\$600	\$36,995
Morgan, Kati A.	School Of Anesthesia	\$180,250	\$600	\$180,850
Morganthaler, Jennifer S.	Schl Of Agri Sci And Conservation	\$51,800	\$600	\$52,400
Morris, Benjamin M.	Fac Mgmt-Maintenance	\$48,919	\$600	\$49,519
Morris, Jackson W.	Athletics Strength & Conditioning	\$66,574	\$600	\$67,174
Morris, Matthew D.	VP Administration And Finance	\$243,338	\$600	\$243,938
Morris, Jade	VP Community & Global Partnerships	\$33,799	\$600	\$34,399
Morris, Thomas M.	Campus Recreation	\$46,115	\$600	\$46,715
Morrison, Jeffery K.	Plaster Student Union Physical Plnt	\$46,767	\$600	\$47,367

Morrow, Samantha L.	Theatre & Dance	\$46,871	\$600	\$47,471
Moser, Derek W.	Library	\$81,113	\$600	\$81,713
Moskalski, Suzanne R.	Financial Services	\$44,496	\$600	\$45,096
Mostyn, Andrea L.	Office Of Strategic Communication	\$92,702	\$600	\$93,302
Motzkus, Oliver B.	Financial Aid	\$35,092	\$600	\$35,692
Mueller, Konya K.	Campus Recreation	\$52,544	\$600	\$53,144
Mulligan, Zora	WP Chancellor's Office	\$259,560	\$600	\$260,160
Mullins, Marchalain	Computer Services	\$72,635	\$600	\$73,235
Munday, Rachel	efactory-CBED	\$102,743	\$600	\$103,343
Munoz Aliaga, Rut	Networking & Telecommunications	\$69,704	\$600	\$70,304
Murphy, Donna	School Of Health Care Professions	\$43,302	\$600	\$43,902
Murphy, Jill C.	Office Of Human Resources	\$72,986	\$600	\$73,586
Murphy, Judi	TRIO	\$34,417	\$600	\$35,017
Murphy, Michael J.	College Of Natl & App Science	\$80,911	\$600	\$81,511
Murphy, Robert G.	Networking & Telecommunications	\$51,467	\$600	\$52,067
Murray, Karen J.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126
Muse, Nicole E.	Cio Information Services	\$51,056	\$600	\$51,656
Mustion, Barbara M.	WP Business Office	\$44,171	\$600	\$44,771
Mwengi, Suzanne	Centr Academic Success & Transition	\$40,694	\$600	\$41,294
Myers, Carrie A.	Fac Mgmt-Custodial	\$34,417	\$600	\$35,017
Naab, Rachel L.	OPT	\$38,091	\$600	\$38,691
Nag, Nandita	Physics Astronomy & Materials Sci	\$41,900	\$600	\$42,500
Nagle, Chris	Office Of Video Marketing	\$74,736	\$600	\$75,336
Nalley, Tammy J.	Procurement Services	\$38,890	\$600	\$39,490
Neidigh, Doug	Schl Of Earth Enviro & Sustain	\$54,075	\$600	\$54,675
Neighbors, Lauren R.	Provost Office	\$51,500	\$600	\$52,100
Nelson, Kirk C.	Athletics-Soccer-Women	\$77,000	\$600	\$77,600
Netzer, Frederick	Fac Mgmt-Grounds	\$43,807	\$600	\$44,407
Neuschwander, Nathan M.	Library	\$57,394	\$600	\$57,994
Newton, Sean C.	School Of Health Care Professions	\$114,701	\$600	\$115,301
Nguyen, Thi Hanh	Res Life Hous & Din Svc-Fac & Oper	\$31,200	\$600	\$31,800
Nichols, Elvin J.	Hammons Student Center	\$46,855	\$600	\$47,455
Nichols, Linda A.	Financial Aid	\$47,205	\$600	\$47,805

Nielsen, Taylor K.	Health & Wellness Center	\$51,001	\$600		\$51,601
Niesen, Adam J.	Research Administration	\$46,350	\$600		\$46,950
Nimmo, Sara S.	Health & Wellness Center	\$140,595	\$600		\$141,195
Norat, Rock	Fac Mgmt-Custodial	\$34,417	\$600		\$35,017
Norcross, Tyler	Fac Mgmt-Maintenance	\$56,773	\$600		\$57,373
Nordyke, Kathy J.	Citizenship & Service Learning	\$70,206	\$600		\$70,806
Norris, Paige	Fac Mgmt-Custodial	\$31,200	\$600		\$31,800
Nosbisch, Kevin E.	Fac Mgmt-Custodial	\$31,200	\$600		\$31,800
Nowell, Anjanette	Juanita K Hammons Hall	\$43,888	\$600		\$44,488
Nunez, Julian	Networking & Telecommunications	\$89,996	\$600		\$90,596
Oaks, Crockett W.	WP Business Office	\$95,605	\$600		\$96,205
O'Brien, Kyle M.	GSB Arena	\$46,034	\$600		\$46,634
O'Connor, Alan J.	Ctr For Archeological Research	\$43,888	\$600		\$44,488
Oconnor, Rhonda R.	Library	\$42,131	\$600		\$42,731
Odom, Melinda J.	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Oetting, Kristi A.	Computer Services	\$100,318	\$600		\$100,918
Oetting, Tara L.	School-Spec Ed Ldrshp Prof Studies	\$81,721	\$600		\$82,321
Oliver, Andrew J.	Legal Affairs And Compliance	\$71,827	\$600		\$72,427
Oliver, Michelle J.	Residence Life Housing & Dining Svc	\$28,344	\$498		\$28,842
Olson, Debi	Health & Wellness Center	\$58,371	\$600		\$58,971
O'Neal, Mikelle	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Oney, Charles N.	Fac Mgmt-Maintenance	\$56,237	\$600		\$56,837
Onofrey, Jeremy P.	Plaster Student Union Physical Plnt	\$33,743	\$600		\$34,343
Orf, Michael	WP Dean Of Acad Affairs Office	\$112,476	\$600		\$113,076
Orr, Madison M.	Intercollegiate Athletics	\$47,049	\$600		\$47,649
Ortiz, Frank	Fac Mgmt-Custodial	\$50,584	\$600		\$51,184
Ortiz, Mark T.	Athletic Medical & Rehab Services	\$50,892	\$600		\$51,492
Osler, Margaret E.	Residence Life Housing & Dining Svc	\$42,671	\$600		\$43,271
Ousley, Cannon T.	College Of Education	\$60,000	\$600		\$60,600
Overton, Bilal A.	Assoc VP For Economic Development	\$75,000	\$600		\$75,600
Owen, Daniel R.	Fac Mgmt-Custodial	\$33,743	\$600		\$34,343
Owen, Marc R.	Schl Of Earth Enviro & Sustain	\$90,000	\$600		\$90,600
Owings, Bradley S.	Agency For Teaching, Leading & Lng	\$56,821	\$600	\$10	\$57,431

Pace, Suzannah L.	Development Office	\$65,000	\$600	\$65,600
Paden, Michael C.	Fac Mgmt-Grounds	\$34,839	\$600	\$35,439
Page, Autumn R.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Palmer, Christopher R.	Fac Mgmt-Maintenance	\$51,417	\$600	\$52,017
Palmer, Danielle V.	Planning, Design & Construction	\$83,430	\$600	\$84,030
Palmer, Melody A.	Office Of University Safety	\$36,420	\$600	\$37,020
Panza, Juli A.	Coe-Education Advisement	\$80,983	\$600	\$81,583
Paris, Tamara D.	Accounting	\$36,355	\$600	\$36,955
Parnell, Patrick M.	International Services	\$76,696	\$600	\$77,296
Parrott, Neva J.	WP Library	\$59,573	\$600	\$60,173
Parsons, Stacy L.	WP Business Office	\$35,634	\$600	\$36,234
Patel, Rishi J.	Jordan Valley Innovation Center	\$115,295	\$600	\$115,895
Patrick, Jamie L.	Office Of Human Resources	\$73,109	\$600	\$73,709
Patterson, Ethan M.	Computer Services	\$64,696	\$600	\$65,296
Patterson, Jacqueline	School-Mental Health & Behavior Sci	\$43,368	\$600	\$43,968
Patterson, Kathryn A.	School Of Nursing	\$140,595	\$600	\$141,195
Patterson, Kim M.	Merchandising And Fashion Design	\$31,189	\$498	\$31,687
Patterson, Paula K.	Music	\$139,050	\$600	\$139,650
Pattison, Matthew W.	Residence Life Housing & Dining Svc	\$35,498	\$600	\$36,098
Patton, Tracy L.	Library	\$49,168	\$600	\$49,768
Paydon, Turner F.	VP Marketing & Communications	\$44,000	\$600	\$44,600
Peace, Robert M.	Networking & Telecommunications	\$69,704	\$600	\$70,304
Pearce, Ashley S.	Computer Services	\$56,408	\$600	\$57,008
Pearce, Lori A.	Psu-Event And Meeting Services	\$38,783	\$600	\$39,383
Pearson, Kimberly A.	Advancement Services	\$37,440	\$600	\$38,040
Pecsok, Karen L.	WP Admissions	\$39,785	\$600	\$40,385
Pedersen, Johnna N.	Research Administration	\$93,094	\$600	\$93,694
Pelton, Anthony T.	Assoc VP For Economic Development	\$80,000	\$600	\$80,600
Penkalski, James T.	Athletic Medical & Rehab Services	\$84,767	\$600	\$85,367
Penkalski, Melissa R.	School Of Nursing	\$106,938	\$600	\$107,538
Penn, Barbie	Contribution Management	\$38,940	\$600	\$39,540
Perine, Elizabeth M.	Intercollegiate Athletics	\$48,584	\$600	\$49,184
Perkins, Amy A.	Music	\$45,920	\$600	\$46,520

Perkins, Gary D.	Fac Mgmt-Custodial	\$35,092	\$600		\$35,692
Perretta, Tanya L.	Residence Life Housing & Dining Svc	\$28,118	\$498		\$28,616
Perryman, Amber L.	Agency For Teaching, Leading & Lng	\$56,821	\$600	\$10	\$57,431
Perryman, Michael J.	Fac Mgmt-Maintenance	\$62,743	\$600		\$63,343
Petersen, Meg	Residence Life Housing & Dining Svc	\$26,000	\$498		\$26,498
Petersen, Sylvia M.	Schl Of Agri Sci And Conservation	\$52,000	\$600		\$52,600
Peterson, Quinn	Athletics-Basketball-Men	\$41,994	\$600		\$42,594
Peterson, Rachel A.	WP General Athletics	\$70,000	\$600		\$70,600
Petkovic, Vickie F.	WP Student Advisemnt & Acad Sup Ctr	\$41,230	\$600		\$41,830
Petr, Brent	Cybersecurity And Enterprise System	\$85,703	\$600		\$86,303
Petrino, Dominic	Athletics-Football-Men	\$134,276	\$600		\$134,876
Pettijohn, Catherine (Cali)	English Language Institute	\$48,171	\$600		\$48,771
Pettus, Greg	RCASH	\$70,783	\$600		\$71,383
Phay, Jared J.	WP Athletics-Men	\$66,151	\$600		\$66,751
Phillips, April A.	School-Teaching Learn & Develop Sci	\$64,890	\$600		\$65,490
Phillips, Harley	Water Institute	\$46,034	\$600		\$46,634
Phillips, Love	Fac Mgmt-Custodial	\$33,743	\$600		\$34,343
Phillips, Mary G.	College Of Business	\$71,000	\$600		\$71,600
Phipps, Kimberly D.	Printing Services	\$44,990	\$600		\$45,590
Pierce, Daniel E.	Ctr For Archeological Research	\$56,397	\$600		\$56,997
Piercy, Angie	Cooperative Engineering Program	\$36,636	\$600		\$37,236
Piercy, Kevin L.	Computer Services	\$104,821	\$600		\$105,421
Piilola, Malinda L.	Contribution Management	\$37,154	\$600		\$37,754
Pinegar, Angela R.	Advancement Services	\$78,000	\$600		\$78,600
Pinkham, Courtney C.	Schl Of Earth Enviro & Sustain	\$45,363	\$600		\$45,963
Piotrowski, Josiah G.	College Of Agriculture	\$36,727	\$600	\$1,759	\$39,086
Pitts, James B.	Fac Mgmt-Maintenance	\$43,713	\$600		\$44,313
Plank, Angela L.	Biology	\$63,839	\$600		\$64,439
Plybon, John L.	Fac Mgmt-Maintenance	\$51,418	\$600		\$52,018
Poindexter, Teri L.	Creative Services	\$58,038	\$600		\$58,638
Politte, Jordan C.	Agency For Teaching, Leading & Lng	\$61,019	\$600		\$61,619
Polm, Michael A.	Fac Mgmt-Maintenance	\$70,821	\$600		\$71,421
Ponder, Crystal D.	Office Of Human Resources	\$47,281	\$600		\$47,881

Poort, Missy	Computer Science	\$35,288	\$600	\$35,888
Powell, Crystal J.	School Of Health Care Professions	\$97,850	\$600	\$98,450
Powers, Bradley K.	School-Mental Health & Behavior Sci	\$74,274	\$600	\$74,874
Pratt, Jennifer M.	School Of Health Care Professions	\$94,671	\$600	\$95,271
Presley, Jennifer S.	Contribution Management	\$35,359	\$600	\$35,959
Prock, Cassie	Honors College	\$35,197	\$600	\$35,797
Pruitt, Cole	Facilities Management	\$86,023	\$600	\$86,623
Pruitt, Lindsey R.	Health & Wellness Center	\$36,555	\$450	\$37,005
Pszczolkowski, Maciej A.	Schl Of Agri Sci And Conservation	\$88,475	\$600	\$89,075
Puckett, Erica N.	WP Admissions	\$47,802	\$600	\$48,402
Pulley, Rheanna C.	English Language Institute	\$52,002	\$600	\$52,602
Pulliam, David M.	Fac Mgmt-Custodial	\$33,743	\$600	\$34,343
Qiu, Zhongsong	RCASH	\$57,387	\$600	\$57,987
Quin, Jessica M.	Computer Science	\$35,286	\$600	\$35,886
Quinn, Aaron	Fac Mgmt-Maintenance	\$61,571	\$600	\$62,171
Quirk, Ted	KSMU	\$59,888	\$600	\$60,488
Radier, George	College Of Business	\$54,837	\$600	\$55,437
Rafique, Fatimah I.	efactory-CBED	\$35,359	\$600	\$35,959
Ragan, Kent P.	College Of Business	\$210,586	\$600	\$211,186
Ragsdale, Chansouk D.	Library	\$48,447	\$600	\$49,047
Raines, Dan	Dr Mary Jo Wynn Acdm Achievement Ct	\$71,393	\$600	\$71,993
Raines, Judy A.	Health & Wellness Center	\$38,522	\$600	\$39,122
Rains, Devonna J.	Sociology & Anthropology	\$36,399	\$600	\$36,999
Rainwater, Greg	Provost Office	\$113,300	\$600	\$113,900
Raithel, Sophia R.	College Of Natl & App Science	\$43,888	\$600	\$44,488
Raleigh, Phillip M.	Graduate College	\$38,110	\$600	\$38,710
Randol, Kimberly A.	School Of Health Care Professions	\$39,098	\$600	\$39,698
Ransdell, Patrick C.	Intercollegiate Athletics	\$256,000	\$600	\$256,600
Rapp, Kelly E.	Career Center	\$84,867	\$600	\$85,467
Rawls, Michelle R.	Athletic Medical & Rehab Services	\$35,426	\$600	\$36,026
Ray, Jason	Schl Of Earth Enviro & Sustain	\$73,371	\$600	\$73,971
Ray, Madison D.	Registrar	\$43,367	\$600	\$43,967
Raymer, Kai K.	Web Strategy And Development	\$46,408	\$600	\$47,008

Raymond, Teresa	Financial Services	\$61,646	\$600	\$62,246
Rea, James A.	KSMU	\$48,000	\$600	\$48,600
Rebaza-Vasquez, Jorge L.	College Of Natl & App Science	\$144,601	\$600	\$145,201
Reed, Jerilyn J.	Financial Aid	\$58,010	\$600	\$58,610
Reed, Patricia C.	College Of Natl & App Science	\$43,888	\$600	\$44,488
Reed, Ryan R.	Multicultural Services	\$68,931	\$600	\$69,531
Reel, Tena S.	Health & Wellness Center	\$52,000	\$600	\$52,600
Rees, Christopher E.	Cybersecurity And Enterprise System	\$79,257	\$600	\$79,857
Reese, Chantz J.	Agriculture-Mtn Grv Campus	\$33,743	\$600	\$34,343
Reger, Elizabeth A.	College Of Business	\$77,544	\$600	\$78,144
Reichling, Susanna B.	Library	\$45,581	\$600	\$46,181
Reimer, Anthony R.	GSB Arena	\$43,775	\$600	\$44,375
Revell, Todd E.	Office Of University Safety	\$87,602	\$600	\$88,202
Reyes Sam, Jorge I.	International Services	\$52,002	\$600	\$52,602
Reynolds, Holly N.	Counseling Center	\$53,943	\$600	\$54,543
Rhodes, Joy L.	Office Of University Safety	\$37,959	\$600	\$38,559
Rhodes, Norman J.	Plaster Student Union Physical Plnt	\$36,987	\$600	\$37,587
Rhoten, Natalie D.	Fac Mgmt-Custodial	\$31,200	\$600	\$31,800
Rice, Stacy A.	Faculty Ctr For Teaching & Learning	\$69,242	\$600	\$69,842
Richardson, Jacqueline	Networking & Telecommunications	\$64,696	\$600	\$65,296
Richardson, Timothy	Residence Life Housing & Dining Svc	\$34,755	\$600	\$35,355
Richesin, Danielle N.	Intercollegiate Athletics	\$43,888	\$600	\$44,488
Richter, Blake L.	Intercollegiate Athletics	\$43,888	\$600	\$44,488
Ricker, Kristen V.	Agency For Teaching, Leading & Lng	\$58,620	\$600	\$59,220
Rietman, Charles C.	WP Physical Plant	\$37,679	\$600	\$38,279
Rietman, Sarah F.	WP Student Advisemnt & Acad Sup Ctr	\$40,559	\$600	\$41,159
Rigby, Rachel C.	Registrar	\$61,800	\$600	\$62,400
Riggs, Trisha N.	Ahec	\$76,555	\$600	\$77,155
Riley, Dennis L.	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600	\$32,736
Rinker, Morgan L.	Fac Mgmt-Maintenance	\$41,599	\$600	\$42,199
Rivero Ramirez, Paula D.	International Programs	\$46,350	\$600	\$46,950
Robertson, Erica L.	Financial Services	\$38,890	\$600	\$39,490
Robertson, Laurie K.	Bookstore	\$41,230	\$600	\$41,830

Robertson, Monica A.	Copy This	\$33,743	\$600		\$34,343
Robinett, Justin L.	Fac Mgmt-Grounds	\$34,839	\$600		\$35,439
Robinson, Kirk	Office Of University Safety	\$40,662	\$600		\$41,262
Robinson, Barbara S.	School Of Health Care Professions	\$126,756	\$600		\$127,356
Robinson, Etalias L.	Plaster Student Union Admin	\$31,200	\$600		\$31,800
Robinson, Holly M.	Child Development Center	\$40,778	\$600		\$41,378
Robinson, Kayla D.	School-Spec Ed Ldrshp Prof Studies	\$125,000	\$600	\$6,000	\$131,600
Robinson, Susan G.	OPT	\$75,999	\$600		\$76,599
Robledo, Christopher J.	Assoc VP For Economic Development	\$76,000	\$600		\$76,600
Rockney, Andrea	Agency For Teaching, Leading & Lng	\$64,655	\$600		\$65,255
Rockwell, Rae Ann E.	Art & Design	\$38,723	\$600		\$39,323
Rogers, Katy J.	Fac Mgmt-Custodial	\$35,430	\$600		\$36,030
Rogers, Koen W.	Computer Services	\$57,122	\$600		\$57,722
Rogers, Robert W.	Fac Mgmt-Custodial	\$34,081	\$600		\$34,681
Rogg, Laura A.	Networking & Telecommunications	\$41,840	\$600		\$42,440
Romero, Jesica L.	Financial Services	\$36,420	\$600		\$37,020
Roop, Kristin B.	Admissions	\$67,305	\$600		\$67,905
Rose, Angela B.	English Language Institute	\$43,452	\$600		\$44,052
Rose, Daniel J.	Library	\$35,553	\$600		\$36,153
Rose, John P.	Defense And Strategic Studies	\$127,546	\$600		\$128,146
Rose, Michelle S.	Creative Services	\$59,129	\$600		\$59,729
Rosewell, Kristina K.	Career Center	\$35,852	\$600		\$36,452
Ross, Jaime M.	Adult Student Services	\$77,608	\$600		\$78,208
Rowe, Angela M.	Alumni Relations	\$57,750	\$600		\$58,350
Rowley, Robert L.	Office Of University Safety	\$115,000	\$600		\$115,600
Rude, Brian M.	Copy This	\$44,990	\$600		\$45,590
Rudick, Rease A.	GSB Arena	\$34,839	\$600		\$35,439
Ruzicka, Francis X.	Fac Mgmt-Maintenance	\$66,020	\$600		\$66,620
Ryan, Tresa L.	WP Instruction	\$66,471	\$600		\$67,071
Sage, Nicole	Alumni Relations	\$35,439	\$600		\$36,039
Saitta, Alicia M.	Admissions	\$48,668	\$600		\$49,268
Samala, Seigfred J.	Bookstore	\$43,888	\$600		\$44,488
Samuel, Ethan C.	Computer Services	\$54,609	\$600	\$681	\$55,890

Sandbothe, Betsy	Institutional Equity & Compliance	\$70,298	\$600	\$70,898
Sanders, Jason B.	Office Of University Safety	\$64,890	\$600	\$65,490
Santoni, Ryan D.	Psu-Student Engagement	\$40,000	\$600	\$40,600
Sargent, Savannah	School Of Anesthesia	\$34,839	\$600	\$35,439
Satterfield, Camron S.	Assoc VP For Economic Development	\$71,070	\$600	\$71,670
Satterfield, Wesley A.	Athletics-Football-Men	\$70,000	\$600	\$70,600
Sause, Margaret E.	Health & Wellness Center	\$39,519	\$600	\$40,119
Schehrer, Devin	Residence Life Housing & Dining Svc	\$65,578	\$600	\$66,178
Scheidt, Mike	WP Information Technology Services	\$52,953	\$600	\$53,553
Scheve, Jesse R.	Creative Services	\$47,656	\$600	\$48,256
Schiller, Megan L.	Computer Services	\$67,674	\$600	\$68,274
Schimmer, Matthew	Fac Mgmt-Maintenance	\$50,161	\$600	\$50,761
Schlinder, Kelly A.	Coe-Education Field Experiences	\$43,888	\$600	\$44,488
Schluterman, Ivy D.	Residence Life Housing & Dining Svc	\$58,942	\$600	\$59,542
Schmelzer, Amanda L.	Intercollegiate Athletics	\$61,800	\$600	\$62,400
Schmidt, Beth	Financial Services	\$94,245	\$600	\$94,845
Schmidt, Karl M.	Development Office	\$108,150	\$600	\$108,750
Schnapp, Lewis P.	Bookstore	\$52,864	\$600	\$53,464
Schneider, Steven J.	Schl Of Agri Sci And Conservation	\$58,620	\$600	\$59,220
Schneider, Tia M.	McQueary College of Hlth & Hman Svs	\$33,279	\$600	\$33,879
Schrader, Bonnie K.	Facilities Management	\$34,081	\$600	\$34,681
Schull, Cynthia S.	Financial Services	\$165,058	\$600	\$165,658
Scobee, Scot R.	Office Of Human Resources	\$122,338	\$600	\$122,938
Scott, Karen C.	Networking & Telecommunications	\$41,048	\$600	\$41,648
Scott, LaDarien	Athletics-Football-Men	\$124,276	\$600	\$124,876
Scriven, Leslie M.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Seabolt, Michael C.	Athletics-Soccer-Men	\$80,983	\$600	\$81,583
Seery, Katy	Schl Of Hospitality And Agri Ldrs	\$48,410	\$600	\$49,010
Seever, Natalie M.	Advancement Services	\$88,000	\$600	\$88,600
Seibel, Craig E.	Res Life Hous & Din Svc-Fac & Oper	\$39,898	\$600	\$40,498
Seifert-Anspaugh, Adair	Office Of Strategic Communication	\$47,423	\$600	\$48,023
Sellar, Shane R.	Legal Affairs And Compliance	\$33,743	\$600	\$34,343
Serna, Liz	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600	\$32,736

Sexton, James P.	Bookstore	\$100,326	\$600		\$100,926
Shahan, Tara J.	WP Registration & Records	\$39,448	\$600		\$40,048
Sharkey, Paula E.	Office Of University Safety	\$48,183	\$600		\$48,783
Sharp, Caitlyn S.	Plaster Student Union Admin	\$31,200	\$600		\$31,800
Sharp, Keith W.	Res Life Hous & Din Svc-Fac & Oper	\$50,279	\$600		\$50,879
Sharum, Stephen G.	Postal Services	\$39,265	\$600		\$39,865
Shavers, Marjorie C.	College Of Education	\$150,380	\$600		\$150,980
Shaw, Jason L.	School Of Health Care Professions	\$108,970	\$600		\$109,570
Shaw, M. Suzanne	VP Marketing & Communications	\$189,263	\$600		\$189,863
Shelley, Riannon K.	School Of Health Care Professions	\$47,240	\$600		\$47,840
Shelton, Tammy L.	School Of Nursing	\$35,885	\$600		\$36,485
Sheppard, Tera	Residence Life Housing & Dining Svc	\$28,344	\$498		\$28,842
Sheppard, Tessa L.	Child Development Center	\$40,779	\$600		\$41,379
Sherman-Wilkins, Kyler J.	Sociology & Anthropology	\$78,182	\$600		\$78,782
Shields, Amanda L.	Juanita K Hammons Hall	\$43,888	\$600		\$44,488
Shipley, Teresa F.	WP Dean Of Acad Affairs Office	\$46,343	\$600		\$46,943
Shively, Eric P.	McQueary College of Hlth & Hman Svs	\$77,941	\$600		\$78,541
Sholley, Katie	Coe-Education Advisement	\$51,301	\$600		\$51,901
Shrestha, Aishwarya	Schl Of Earth Enviro & Sustain	\$53,201	\$600		\$53,801
Shrimpton, Kelly L.	Greenwood Lab School	\$28,599	\$498		\$29,097
Shuler, Adam	Planning, Design & Construction	\$86,489	\$600		\$87,089
Silva-Galicia, Flora M.	Bookstore	\$35,027	\$600		\$35,627
Simac, Thomas R.	Athletic Medical & Rehab Services	\$49,410	\$600		\$50,010
Simmons, Jake	RCASH	\$154,500	\$600		\$155,100
Simpson, Ashley K.	School Of Nursing	\$89,423	\$600	\$5,000	\$95,023
Siscoe, Dee	VP Student Affairs	\$204,755	\$600		\$205,355
Skalicky, Michele R.	KSMU	\$67,053	\$600		\$67,653
Skelton, Amanda J.	Financial Aid	\$35,092	\$600		\$35,692
Skiles, Laura H.	Ahec	\$47,415	\$600		\$48,015
Skinner, Sophia L.	WP Library	\$45,178	\$600		\$45,778
Slane, Brent	OPT	\$52,953	\$600		\$53,553
Slavens, Robert	Campus Recreation	\$38,803	\$600		\$39,403
Sliger, Ashley D.	Planning, Design & Construction	\$65,639	\$600		\$66,239

Sload, Eva E.	Biology	\$35,857	\$600		\$36,457
Smart, Sandra L.	efactory-CBED	\$65,945	\$600		\$66,545
Smiley, Taryn J.	Intercollegiate Athletics	\$44,990	\$600		\$45,590
Smith Jackson, Kyndra	Residence Life Housing & Dining Svc	\$32,671	\$600		\$33,271
Smith, Alaina J.	Multicultural Services	\$51,500	\$600		\$52,100
Smith, Alex R.	Music	\$35,022	\$600		\$35,622
Smith, Allison	Computer Services	\$75,921	\$600		\$76,521
Smith, Cody J.	Res Life Hous & Din Svc-Fac & Oper	\$32,136	\$600		\$32,736
Smith, Cullen A.	GSB Arena	\$51,500	\$600		\$52,100
Smith, Daezia C.	International Programs	\$56,203	\$600		\$56,803
Smith, Deanna M.	West Plains Center	\$51,800	\$600		\$52,400
Smith, Hannah M.	Adult Student Services	\$23,837	\$450	\$146	\$24,433
Smith, Joshua J.	School Of Health Sciences	\$109,143	\$600		\$109,743
Smith, Krysta M.	Residence Life Housing & Dining Svc	\$33,743	\$600		\$34,343
Smith, Mark A.	McQueary College of Hlth & Hman Svs	\$189,530	\$600		\$190,130
Smith, Trish	WP Chancellor's Office	\$50,531	\$600		\$51,131
Smith, Shaya L.	Health & Wellness Center	\$39,519	\$600		\$40,119
Smith, Stephanie M.	University Advancement Relations	\$90,389	\$600		\$90,989
Smith, Tanya L.	Procurement Services	\$51,538	\$600		\$52,138
Smith, Trevor J.	Facilities Management	\$44,990	\$600		\$45,590
Snavely, Reiley M.	Res Life Hous & Din Svc-Fac & Oper	\$43,888	\$600		\$44,488
Sneed, Vanessa M.	Facilities Management	\$34,278	\$600		\$34,878
Snodgrass, Joseph J.	Health & Wellness Center	\$35,430	\$600		\$36,030
Snow, Brad	Music	\$96,066	\$600		\$96,666
Snow, LeAnne	School Of Health Care Professions	\$44,326	\$600		\$44,926
Snyder, Sheira	School Of Health Sciences	\$37,994	\$600		\$38,594
Sommers, Emily R.	Mathematics	\$35,288	\$600		\$35,888
Sonnathi, Nikita Pravallika	Computer Services	\$54,609	\$600	\$681	\$55,890
Spagner, Joneathan A.	Fac Mgmt-Custodial	\$32,136	\$600		\$32,736
Sparks, Andrew B.	Computer Services	\$79,184	\$600		\$79,784
Speer, Robert W.	Jordan Valley Innovation Center	\$71,015	\$600		\$71,615
Spinabella, Julie C.	Admissions	\$45,781	\$600		\$46,381
Spoonhour, Jay T.	Intercollegiate Athletics	\$60,000	\$600		\$60,600

Stafford, Neal H.	Athletics-Golf-Men	\$46,340	\$600	\$46,940
Stagner, Kimberly N.	Academic Advising And Transfer Ctr	\$54,246	\$600	\$54,846
Stanton, Shannon K.	Juanita K Hammons Hall	\$84,975	\$600	\$85,575
Starchman, Gary	Res Life Hous & Din Svc-Fac & Oper	\$33,743	\$600	\$34,343
Steele, Melvin L.	efactory-CBED	\$62,792	\$600	\$63,392
Steen, Carrie	WP Dean Of Acad Affairs Office	\$58,010	\$600	\$58,610
Steeves, Jared S.	Fac Mgmt-Grounds	\$36,353	\$600	\$36,953
Steinshouer, Linda K.	School-Mental Health & Behavior Sci	\$39,339	\$600	\$39,939
Stephens, Carrie M.	Office Of University Safety	\$61,610	\$600	\$62,210
Stephens, Jill R.	Missouri State Outreach	\$54,006	\$600	\$54,606
Stevens, Linda C.	Health & Wellness Center	\$40,143	\$480	\$40,623
Stewart, Marjorie A.	Career Center	\$59,651	\$600	\$60,251
Stewart, Rabekah D.	Multicultural Services	\$104,961	\$600	\$105,561
Stidham, Matthew O.	Res Life Hous & Din Svc-Fac & Oper	\$31,200	\$600	\$31,800
Stilwell, Laurie D.	Fac Mgmt-Grounds	\$34,839	\$600	\$35,439
Stockton, Todd A.	WP Information Technology Services	\$50,624	\$600	\$51,224
Stokes, Michael C.	Residence Life Housing & Dining Svc	\$28,119	\$498	\$28,617
Stone, Rowena A.	President'S Office	\$75,999	\$600	\$76,599
Stopczynski, Stacey L.	Computer Services-Bearpass Card	\$58,710	\$600	\$59,310
Stout, Tracy L.	Library	\$86,321	\$600	\$86,921
Street, Lori D.	KSMU	\$59,740	\$600	\$60,340
Strider, Angela M.	Residence Life Housing & Dining Svc	\$78,690	\$600	\$79,290
Stringer, Ginger L.	VP University Advancement	\$57,000	\$600	\$57,600
Strong, Elizabeth C.	Office Of Education Abroad	\$76,061	\$600	\$76,661
Strope, Kimber	Office Of University Safety	\$38,242	\$600	\$38,842
Stroup, Matthew L.	Computer Services	\$58,656	\$600	\$59,256
Stucker, Joshua A.	Fac Mgmt-Custodial	\$34,081	\$600	\$34,681
Stuppy, Joshua D.	Networking & Telecommunications	\$110,725	\$600	\$111,325
Sukovaty, Lacy D.	Schl Of Agri Sci And Conservation	\$115,136	\$600	\$115,736
Sullivan, John W.	Music	\$37,760	\$600	\$38,360
Sullivan, Maxine C.	Music	\$37,313	\$600	\$37,913
Swift, Megan	Office Of Video Marketing	\$46,115	\$600	\$46,715
Swigert, Dwayne A.	Library	\$47,850	\$600	\$48,450

Swindell, Lori L.	Financial Services	\$86,520	\$600		\$87,120
Switzer, Jeffrey G.	Fac Mgmt-Maintenance	\$52,094	\$600		\$52,694
Syler, Christopher W.	Fac Mgmt-Custodial	\$35,430	\$600		\$36,030
Syler, Melody A.	Fac Mgmt-Custodial	\$45,546	\$600		\$46,146
Taggart, David K.	Assoc VP For Economic Development	\$94,000	\$600		\$94,600
Talty, Beverly S.	Health & Wellness Center	\$62,870	\$600		\$63,470
Tanaka, Jonas E.	Advancement Services	\$50,346	\$600		\$50,946
Tankersley, Annette J.	Agency For Teaching, Leading & Lng	\$58,526	\$600		\$59,126
Tate, Pamela K.	WP Dean Of Acad Affairs Office	\$46,116	\$600		\$46,716
Taylor, Eric D.	Faculty Ctr For Teaching & Learning	\$58,115	\$600		\$58,715
Taylor, Lisa M.	Graduate College	\$63,873	\$600		\$64,473
Taylor, Matthew I.	Computer Services	\$56,408	\$600		\$57,008
Taylor, Robert B.	efactory-CBED	\$35,799	\$600		\$36,399
Tebo, Kim A.	Registrar	\$46,703	\$600		\$47,303
Telting, Dee M.	School Of Health Care Professions	\$79,296	\$600		\$79,896
Templeton, Mark	Theatre & Dance	\$65,309	\$600		\$65,909
Terry, Jane E.	Languages Cultures & Religions	\$41,476	\$600		\$42,076
Terry, Sarah M.	College Of Business	\$43,888	\$600		\$44,488
Tharp, Kadem H.	WP Athletics-Men	\$54,075	\$600		\$54,675
Theissen, Ryan C.	Fac Mgmt-Grounds	\$38,286	\$600		\$38,886
Thomas, Kristen R.	Coe-Education Advisement	\$50,290	\$600		\$50,890
Thomas, Tramain L.	Athletics-Football-Men	\$70,000	\$600		\$70,600
Thompson, Andrew M.	Residence Life Housing & Dining Svc	\$43,888	\$600		\$44,488
Thompson, Dustin A.	Ctr For Archeological Research	\$46,929	\$600		\$47,529
Thompson, Madison G.	Child Development Center	\$35,000	\$600	\$202	\$35,802
Thurman, Patrick D.	Res Life Hous & Din Svc-Fac & Oper	\$33,743	\$600		\$34,343
Tibbs, Bart A.	Admissions	\$62,312	\$600		\$62,912
Tillman, CW	School-Teaching Learn & Develop Sci	\$27,733	\$498		\$28,231
Tinkler, Alan S.	English	\$129,000	\$600	\$6,000	\$135,600
Tinkler, Barri E.	College Of Education	\$175,203	\$600		\$175,803
Titus, Christy L.	Criminology	\$37,303	\$600		\$37,903
Toeppen, Braden	School Of Health Sciences	\$35,677	\$600		\$36,277
Tolbert, Joseph J.	Intercollegiate Athletics	\$34,174	\$600		\$34,774

Tolbert, Kelsey L.	Intercollegiate Athletics	\$86,418	\$600	\$87,018
Tolleson, Melissa A.	Enrollment Management & Services	\$42,373	\$600	\$42,973
Totsch-Nowobielski, Carly B.	McQueary College of Hlth & Hman Svcs	\$50,452	\$600	\$51,052
Totty, Angela D.	WP Student Services	\$110,328	\$600	\$110,928
Towell, Kelley L.	WP Financial Aid	\$41,900	\$600	\$42,500
Townsend, Morgan A.	Residence Life Housing & Dining Svc	\$43,888	\$600	\$44,488
Townsend, Steven B.	Printing Services	\$45,435	\$600	\$46,035
Tracy, Corey R.	Networking & Telecommunications	\$76,645	\$600	\$77,245
Treese, Joe I.	Fac Mgmt-Maintenance	\$55,119	\$600	\$55,719
Trewatha-Bach, Stacey R.	Public Affairs	\$58,010	\$600	\$58,610
Trokey, Tarah A.	Physician Assistant Studies	\$97,000	\$600	\$97,600
Tross, Brockton E.	Campus Recreation	\$46,350	\$600	\$46,950
Trotter, Alisa D.	College Of Business	\$61,045	\$600	\$61,645
Trout, Jonathan	Office Of University Safety	\$35,359	\$600	\$35,959
Tucker, Katie	Academic Advising And Transfer Ctr	\$38,984	\$600	\$39,584
Tucker, Tim	Missouri State Outreach	\$58,465	\$600	\$59,065
Turner, Britni	Financial Aid	\$45,423	\$600	\$46,023
Turner, Steven L.	Agriculture-Mtn Grv Campus	\$39,706	\$600	\$40,306
Tuttle, Alisha J.	School Of Nursing	\$80,000	\$600	\$80,600
Underhill, Laura E.	WP Academic Administration	\$47,000	\$600	\$47,600
Underwood, Debbie	Financial Services	\$97,335	\$600	\$97,935
Underwood, Stacey J.	Fac Mgmt-Custodial	\$35,430	\$600	\$36,030
Utne, Ben	Cybersecurity And Enterprise System	\$79,416	\$600	\$80,016
Van Note, Melynda K.	Agency For Teaching, Leading & Lng	\$58,526	\$600	\$59,126
Van Rhein, Stephanie	Enrollment Management & Services	\$70,668	\$600	\$71,268
Vandersnick, Lori A.	Intercollegiate Athletics	\$60,000	\$600	\$60,600
Vaneva, Teodora H.	Computer Services	\$79,345	\$600	\$79,945
Vasquez, Angelo O.	Financial Aid	\$43,888	\$600	\$44,488
Vauble, Amanda M.	Provost Office	\$61,800	\$600	\$62,400
Vaughan, David A.	Environmental Health & Safety	\$91,295	\$600	\$91,895
Vaughan, Julie A.	Financial Services	\$61,646	\$600	\$62,246
Vaughn, Eric F.	Campus Recreation	\$65,604	\$600	\$66,204
Viani, Breno E.	Computer Services	\$50,623	\$600	\$51,223

Vincent, Katherine E.	Residence Life Housing & Dining Svc	\$32,136	\$600		\$32,736
Vincent, Kristie	English Language Institute	\$48,000	\$600		\$48,600
Wade, Lisa M.	WP Instruction	\$78,409	\$600		\$79,009
Wade, Lori L.	School Of Health Sciences	\$41,117	\$600		\$41,717
Wadley, Dustin T.	Fac Mgmt-Grounds	\$38,556	\$600		\$39,156
Wahl, Shawn T.	RCASH	\$189,530	\$600		\$190,130
Wales, Ace	Athletics-Football-Men	\$58,000	\$600		\$58,600
Walker, Jennifer D.	WP Financial Aid	\$63,404	\$600		\$64,004
Walker, Kimmy	College Of Agriculture	\$65,345	\$600	\$101	\$66,046
Walker, Mari L.	Financial Aid	\$35,092	\$600		\$35,692
Walker, Tammy L.	Fac Mgmt-Mountain Grove	\$34,081	\$600		\$34,681
Wall, Rebekkah A.	Career Center	\$44,280	\$600		\$44,880
Wallace, Darin S.	Financial Services	\$66,950	\$600		\$67,550
Wallentine, Scott W.	School Of Health Care Professions	\$117,484	\$600		\$118,084
Walsh, Briana I.	Athletics-Volleyball-Women	\$44,805	\$600		\$45,405
Walters, Chuck	Facilities Management	\$57,299	\$600		\$57,899
Wanekaya, Adam	Chemistry And Biochemistry	\$142,000	\$600		\$142,600
Wantland, Carisma A.	Facilities Management	\$37,521	\$600		\$38,121
Wantland, Elizabeth R.	School-Teaching Learn & Develop Sci	\$32,731	\$600		\$33,331
Wantland, Evan J.	Fac Mgmt-Grounds	\$38,286	\$600		\$38,886
Ward, Dennis E.	Res Life Hous & Din Svc-Fac & Oper	\$40,576	\$600		\$41,176
Ward, Jennifer L.	Financial Aid	\$37,527	\$600		\$38,127
Warnow, Cynthia M.	Office Of University Safety	\$40,086	\$600		\$40,686
Warren, Melissa L.	Computer Services	\$65,704	\$600		\$66,304
Washburn, Reagan L.	Child Development Center	\$31,200	\$600		\$31,800
Waterman, Kelly S.	History	\$33,742	\$600		\$34,342
Watkins, Emma K.	McQueary College of Hlth & Hman Svs	\$43,888	\$600		\$44,488
Wagh, Douglas D.	KSMU	\$73,280	\$600		\$73,880
Weakley, Quinn B.	Dr Mary Jo Wynn Acdm Achievement Ct	\$43,888	\$600		\$44,488
Weathersbee, Scotlyn R.	Residence Life Housing & Dining Svc	\$28,118	\$498		\$28,616
Webb, Jennifer M.	Fac Mgmt-Custodial	\$34,417	\$600		\$35,017
Weber, Andrea M.	Dean Of Students Office	\$127,210	\$600		\$127,810
Weber, Terry	Plaster Student Union Admin	\$90,317	\$600		\$90,917

Weber, Jessica M.	Intercollegiate Athletics	\$30,000	\$600		\$30,600
Webster, Misty L.	Fac Mgmt-Grounds	\$38,286	\$600		\$38,886
Webster, Nicole L.	Veteran Student Center	\$48,925	\$600		\$49,525
Welch, Granvill L.	Fac Mgmt-Custodial	\$35,092	\$600		\$35,692
Welch, Jim	Admissions	\$61,019	\$600		\$61,619
Welker, Dylan C.	College Of Natl & App Science	\$43,888	\$600		\$44,488
Wells, Alysia S.	Student Support & Opportunity Svcs	\$45,207	\$600		\$45,807
Wells, Kelli A.	Plaster Student Union Physical Plnt	\$33,742	\$600		\$34,342
West, John J.	Fac Mgmt-Grounds	\$36,353	\$600		\$36,953
West, Michael F.	College Of Natl & App Science	\$51,999	\$600		\$52,599
West, Michaela A.	Chemistry And Biochemistry	\$31,782	\$600	\$196	\$32,577
Weter, Jennifer L.	VP University Advancement	\$61,807	\$600		\$62,407
Wheeler, Ashley A.	Child Development Center	\$33,743	\$600		\$34,343
Wheeler, Jack C.	Juanita K Hammons Hall	\$77,250	\$600		\$77,850
Wheeler, Mark S.	Planning, Design & Construction	\$131,325	\$600		\$131,925
Whitaker, Charles	Citizenship & Service Learning	\$52,118	\$600		\$52,718
Whitaker, Katherine C.	Office Of Strategic Communication	\$59,842	\$600		\$60,442
White Minnis, Letitia J.	McQueary College of Hlth & Hman Svs	\$165,203	\$600		\$165,803
White, Mark	WP Student Services	\$43,888	\$600		\$44,488
White, Kevin T.	Creative Services	\$61,038	\$600		\$61,638
White, Logan G.	Fac Mgmt-Maintenance	\$54,079	\$600		\$54,679
White, Victoria	Financial Aid	\$50,831	\$600		\$51,431
Whitlow, Caleb J.	Computer Services	\$83,049	\$600		\$83,649
Whittington, Yulia O.	Development Office	\$66,950	\$600		\$67,550
Whorton, Serena	Faculty Ctr For Teaching & Learning	\$36,591	\$600		\$37,191
Widick, Noah J.	Residence Life Housing & Dining Svc	\$26,780	\$498		\$27,278
Wienberg, Darren E.	RCASH	\$66,677	\$600		\$67,277
Wieters, Caroline E.	Campus Recreation	\$46,350	\$600		\$46,950
Wilhelm, Paula M.	Office Of Human Resources	\$76,163	\$600		\$76,763
Wilker, Karl L.	Schl Of Agri Sci And Conservation	\$103,424	\$600		\$104,024
Wilkins, Benjamin J.	Fac Mgmt-Grounds	\$35,885	\$600		\$36,485
Williams, Crystal M.	Technology & Construction Mgmt	\$37,439	\$600		\$38,039
Williams, Michael E.	Res Life Hous & Din Svc-Fac & Oper	\$34,081	\$600		\$34,681

Williams, Nina J.	WP Student Services	\$33,903	\$600		\$34,503
Wagner, Rhonda L.	President'S Office	\$67,053	\$600		\$67,653
Williams, Richard B.	President'S Office	\$475,000	\$600		\$475,600
Williams, Rylee A.	Creative Services	\$43,888	\$600		\$44,488
Williamson, Elizabeth (Beth) M.	School Of Health Care Professions	\$126,301	\$600		\$126,901
Willis, Jessica K.	School Of Health Care Professions	\$59,422	\$600		\$60,022
Willis, Lauren A.	WP Student Services	\$61,800	\$600		\$62,400
Willis, Mary S.	Sociology & Anthropology	\$129,780	\$600		\$130,380
Wills, Michael	Procurement Services	\$97,335	\$600		\$97,935
Wilson, Cassy L.	Plaster Student Union Admin	\$32,136	\$600		\$32,736
Wilson, Daniel L.	WP Information Technology Services	\$52,953	\$600		\$53,553
Wilson, John R.	Fac Mgmt-Maintenance	\$43,679	\$600		\$44,279
Wilson, Kevin W.	Library	\$42,044	\$600		\$42,644
Wilson, Lance E.	Office Of University Safety	\$49,519	\$600		\$50,119
Wilson, Patrick R.	Juanita K Hammons Hall	\$48,739	\$600		\$49,339
Wilson, Sydney	Intercollegiate Athletics	\$47,500	\$600		\$48,100
Winfrey, Trace E.	WP Residence Life	\$48,428	\$600		\$49,028
Wingbermuehle, Kennedy L.	Intercollegiate Athletics	\$40,000	\$600		\$40,600
Winkler, Danny E.	College Of Business	\$74,817	\$600		\$75,417
Wolf, Gregory E.	WP Physical Plant	\$34,278	\$600		\$34,878
Wolfe, Kara	Schl Of Hospitality And Agri Ldrs	\$140,080	\$600		\$140,680
Wollard, Rick L.	Res Life Hous & Din Svc-Fac & Oper	\$35,430	\$600		\$36,030
Won, Megan P.	Athletic Medical & Rehab Services	\$50,892	\$600		\$51,492
Wood, Emma	Child Development Center	\$35,000	\$600	\$202	\$35,802
Wood, Kelly S.	Student Success	\$162,886	\$600		\$163,486
Wood, Mary Ann	Public Affairs	\$66,200	\$600		\$66,800
Wood, Mike	Career Center	\$59,651	\$600		\$60,251
Woodberry, Steve L.	Athletics-Basketball-Men	\$95,000	\$600		\$95,600
Woodruff, Christopher W.	Health & Wellness Center	\$61,500	\$600		\$62,100
Woods, Jakob R.	WP General Athletics	\$32,500	\$600		\$33,100
Woolsey, Mark A.	Office of Institutional Effectiveness	\$87,500	\$600		\$88,100
Worley, Abbi	WP Admissions	\$35,671	\$600		\$36,271
Wray, Jacquelyn M.	Schl Of Agri Sci And Conservation	\$41,599	\$600		\$42,199

Wright, Amy M.	Child Development Center	\$39,681	\$600	\$40,281
Wright, Ashley L.	Health & Wellness Center	\$156,000	\$600	\$156,600
Wright, Brandan J.	Office Of University Safety	\$39,277	\$600	\$39,877
Wright, Joan E.	WP Dean Of Acad Affairs Office	\$58,997	\$600	\$59,597
Wright, Katie E.	Coe-Education Advisement	\$43,888	\$600	\$44,488
Wu, Yi	International Programs	\$57,085	\$600	\$57,685
Wutke, Adam T.	Legal Affairs And Compliance	\$41,638	\$600	\$42,238
Wyatt, Quinton K.	Assoc VP For Economic Development	\$85,000	\$600	\$85,600
Yarberry, Vonda K.	Art & Design	\$132,558	\$600	\$133,158
Yates, Jennifer M.	School Of Health Care Professions	\$92,906	\$600	\$93,506
Ybanez, Robert A.	Adult Student Services	\$36,191	\$600	\$36,791
Yeap, Emily	Office Of Strategic Communication	\$58,038	\$600	\$58,638
York, David S.	WP Physical Plant	\$33,743	\$600	\$34,343
York, Dustin C.	WP Physical Plant	\$32,239	\$600	\$32,839
Yost, Kem	Office Of University Safety	\$38,562	\$600	\$39,162
Yost, Nikki L.	Enrollment Management & Services	\$40,254	\$570	\$40,824
Young, Angela	Registrar	\$92,774	\$600	\$93,374
Young, David A.	WP Information Technology Services	\$79,416	\$600	\$80,016
Young, Katherine E.	efactory-CBED	\$65,000	\$600	\$65,600
Young, Quincy N.	Web Strategy And Development	\$43,888	\$600	\$44,488
Zackery, Tenisha D.	Political Science & Philosophy	\$37,706	\$600	\$38,306
Zan, Toni	Internal Audit And Risk Management	\$62,830	\$600	\$63,430
Zhang, Peng	VP Community & Global Partnerships	\$85,284	\$600	\$85,884
Zhang, Xinge	International Services	\$58,628	\$600	\$59,228
Zhou, Nicole	Computer Services	\$67,674	\$600	\$68,274
Zhou, Xiaomin(Mandy)	Financial Services	\$84,790	\$600	\$85,390
Zhuang, Helen Yuan	Languages Cultures & Religions	\$60,218	\$600	\$60,818
Ziegler, Raeleen	Veteran Student Center	\$61,800	\$600	\$62,400
Ziegler, Paul M.	Facilities Management	\$60,962	\$600	\$61,562

Passed at the meeting of
June 13, 2025

Tim Francka
Board Chair

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1789-25

Approval of Actions Concerning Employee

Salary Increases Effective August 1, 2025

BE IT RESOLVED by the Board of Governors for Missouri State University that the salary adjustments indicated for Academic and Non-academic employees as itemized below, are effective August 1, 2025.

Name	Department	Current Salary	ATB Adjustment	Min Adjustment	Faculty Promotions	PSIPS	New Salary
Abbaspour Tazehkand, Shahab	Mathematics	\$69,000	\$600				\$69,600
Abernathy, Amber R.	School-Mental Health & Behavior Sci	\$76,728	\$600				\$77,328
Adams, Mollie T.	Accounting	\$151,410	\$600				\$152,010
Agnew, William J.	School-Spec Ed Ledrshp Prof Studies	\$103,268	\$600				\$103,868
Ahmmmed, Ferdous	Finance, Economics& Risk Management	\$110,000	\$600				\$110,600
Aho, Kyle J.	Music	\$52,754	\$600				\$53,354
Ajuwon, Paul M.	School-Spec Ed Ledrshp Prof Studies	\$86,647	\$600				\$87,247
Akbar Akhgari, Paria	Political Science & Philosophy	\$64,413	\$600				\$65,013
Albers, Joshua R.	Art & Design	\$69,408	\$600				\$70,008
Albin, Craig D.	WP Instruction	\$82,378	\$600				\$82,978
Albritton, Andrew	Information Tech And Cybersecurity	\$55,109	\$600				\$55,709
Allen, Jimmie R.	Art & Design	\$69,733	\$600				\$70,333
Allen, Natalie B.	School Of Health Sciences	\$60,751	\$600				\$61,351
Amberg, Richard H.	Communicaton Media Journalism & Film	\$78,831	\$600				\$79,431
Amidon, Ethan	Criminology	\$83,955	\$600				\$84,555
Anderson, Jacob D.	Greenwood Lab School	\$49,931	\$600				\$50,531
Arendell, Telory D.	Theatre & Dance	\$82,549	\$600				\$83,149
Argyle, Deidre	Art & Design	\$68,004	\$600				\$68,604
Artman, Amy	Languages Cultures & Religions	\$51,068	\$600				\$51,668
Asher-August, Carly C.	Marketing	\$77,000	\$600				\$77,600
Atkinson, Jamie C.	School-Spec Ed Ledrshp Prof Studies	\$72,132	\$600				\$72,732
Atkinson, ReBena	WP Instruction	\$45,320	\$600				\$45,920
Ault-Phillips, Jana M.	Finance, Economics& Risk Management	\$82,107	\$600				\$82,707
Austin, Rebekah E.	Information Tech And Cybersecurity	\$106,852	\$600				\$107,452
Backes, Heidi A.	Languages Cultures & Religions	\$71,582	\$600			\$6,000	\$78,182

Baggett, Azaria R.	Theatre & Dance	\$62,096	\$600	\$5,000	\$67,696
Bailey, Sandra L.	Merchandising And Fashion Design	\$83,995	\$600		\$84,595
Bajalan, Djene R.	History	\$74,706	\$600		\$75,306
Baker, Sarah J.	School-Teaching Learn & Develop Sci	\$72,132	\$600		\$72,732
Banerjee, Tuhina	Chemistry And Biochemistry	\$65,798	\$600		\$66,398
Banning, Jessica A.	WP Allied Health Division	\$57,141	\$600		\$57,741
Baran, Andrzej S.	Physics Astronomy & Materials Sci	\$66,950	\$600		\$67,550
Barber, Marlin C.	RCASH	\$55,000	\$600		\$55,600
Barffour, Antoinette A.	Languages Cultures & Religions	\$70,003	\$600		\$70,603
Barnett, Joann E.	Mathematics	\$50,903	\$600		\$51,503
Barnhouse, Tamra L.	Greenwood Lab School	\$52,249	\$600		\$52,849
Barreda, Albert A.	Schl Of Hospitality And Agri Ldrs	\$90,256	\$600	\$6,000	\$96,856
Bassett, Damon J.	Schl Of Earth Enviro & Sustain	\$58,346	\$600		\$58,946
Basu Roy, Subhasree	Finance, Economics& Risk Management	\$105,243	\$600		\$105,843
Baynes, Leslie A.	Languages Cultures & Religions	\$71,781	\$600		\$72,381
Beatty, Nick L.	Political Science & Philosophy	\$53,629	\$600		\$54,229
Behrend, Bonni A.	School-Mental Health & Behavior Sci	\$64,413	\$600		\$65,013
Bekebrede, Matt A.	Schl Of Hospitality And Agri Ldrs	\$57,173	\$600		\$57,773
Belkhouche, Mohammed Y.	Computer Science	\$116,549	\$600		\$117,149
Bell, Angela B.	English	\$68,135	\$600		\$68,735
Benedict-Chambers, Mandy	School-Teaching Learn & Develop Sci	\$76,420	\$600		\$77,020
Benzer, Fatih	Art & Design	\$68,811	\$600		\$69,411
Beranek, Benjamin	Finance, Economics& Risk Management	\$99,782	\$600		\$100,382
Besara, Tiglet	Physics Astronomy & Materials Sci	\$79,284	\$600		\$79,884
Bhattacharyya, Gautam	Chemistry And Biochemistry	\$77,043	\$600		\$77,643
Birdyshaw, Edward L.	WP Instruction	\$65,172	\$600		\$65,772
Bishop, Rhonda L.	School-Teaching Learn & Develop Sci	\$54,184	\$600		\$54,784
Biswas, Animesh	Mathematics	\$71,000	\$600		\$71,600
Blackmon, W D.	English	\$123,660	\$600		\$124,260
Blanton, Patti A.	Mathematics	\$51,891	\$600		\$52,491
Blevins, Brooks R.	History	\$101,674	\$600		\$102,274
Bollinger, Salina A.	School-Mental Health & Behavior Sci	\$52,905	\$600		\$53,505
Bolyard, Chloe	School-Teaching Learn & Develop Sci	\$72,389	\$600		\$72,989

Bowe, Michelle	Biology	\$52,161	\$600		\$52,761
Bowman, Sarah J.	School Of Health Sciences	\$51,819	\$600		\$52,419
Boyle, Michael P.	Political Science & Philosophy	\$55,541	\$600		\$56,141
Brahnam, S B.	Information Tech And Cybersecurity	\$153,253	\$600		\$153,853
Brattin, Rick	Information Tech And Cybersecurity	\$147,055	\$600		\$147,655
Brazeal, LeAnn M.	Communicaton Media Journalism & Film	\$74,085	\$600		\$74,685
Breyfogle, Bryan E.	Chemistry And Biochemistry	\$101,485	\$600		\$102,085
Briggenhorst, Kenneth R.	Art & Design	\$52,000	\$600		\$52,600
Brinkman, Bryan C.	Languages Cultures & Religions	\$59,483	\$600		\$60,083
Brinson, Sabrina A.	School-Teaching Learn & Develop Sci	\$89,003	\$600		\$89,603
Broadbudd, Loren E.	Greenwood Lab School	\$48,668	\$600		\$49,268
Broadbudd, Marilyn A.	Greenwood Lab School	\$50,111	\$600		\$50,711
BrooksBrewer, Eryn A.	Theatre & Dance	\$51,912	\$600		\$52,512
Brown, Michele A.	School-Mental Health & Behavior Sci	\$63,254	\$600	\$5,000	\$68,854
Bryant, Emery L.	School Of Health Sciences	\$50,666	\$600	\$2,500	\$53,766
Bunn, Roger	Mathematics	\$53,945	\$600		\$54,545
Burch, Abby R.	Greenwood Lab School	\$56,756	\$600		\$57,356
Burge, Sara J.	English	\$53,736	\$600		\$54,336
Busdieker-Jesse, Nichole L.	Schl Of Hospitality And Agri Ldrs	\$66,537	\$600		\$67,137
Buyurgan, Nebil	Technology & Construction Mgmt	\$124,092	\$600		\$124,692
Calihman, Matthew S.	English	\$78,448	\$600	\$5,000	\$84,048
Callahan, Richard N.	Technology & Construction Mgmt	\$124,286	\$600		\$124,886
Callahan, Yvonne M.	School Of Nursing	\$66,950	\$600		\$67,550
Campbell, Lacey	WP Allied Health Division	\$61,324	\$600		\$61,924
Carden-Jessen, Melanie E.	Schl Of Earth Enviro & Sustain	\$52,186	\$600		\$52,786
Carr, W D.	School Of Health Care Professions	\$90,508	\$600		\$91,108
Carroll, Jesse L.	Schl Of Agri Sci And Conservation	\$61,800	\$600		\$62,400
Casey, Lisa R.	Music	\$80,388	\$600		\$80,988
Cathey, Christie L.	School-Mental Health & Behavior Sci	\$72,570	\$600	\$6,000	\$79,170
Cemore Brigden, Joanna J.	School-Teaching Learn & Develop Sci	\$82,492	\$600		\$83,092
Cerdas Cisneros, Maria	Languages Cultures & Religions	\$68,811	\$600		\$69,411
Chang, Ching-Wen	School-Spec Ed Ledrshp Prof Studies	\$83,883	\$600		\$84,483
Chapman, Carol L.	Music	\$79,223	\$600		\$79,823

Chaston, Joel D.	English	\$89,153	\$600		\$89,753
Chen, Yi-Ping	Music	\$68,000	\$600		\$68,600
Chenoweth, Amy	School-Mental Health & Behavior Sci	\$57,733	\$600		\$58,333
Choi, Hailey Hyunjin	School-Teaching Learn & Develop Sci	\$61,862	\$600		\$62,462
Christian, McCall E.	School Of Health Care Professions	\$70,206	\$600		\$70,806
Chuchiak, John F.	History	\$105,052	\$600		\$105,652
Clark, Ronald A.	Marketing	\$154,210	\$600		\$154,810
Clayton, Michael	School-Mental Health & Behavior Sci	\$75,909	\$600	\$6,000	\$82,509
Closser, Cole B.	Art & Design	\$69,221	\$600		\$69,821
Cobos, Liza M.	Schl Of Hospitality And Agri Ldrs	\$90,274	\$600		\$90,874
Coleman, Josh	Marketing	\$143,927	\$600		\$144,527
Collins, Christopher	Communicaton Media Journalism & Film	\$67,361	\$600		\$67,961
Coltharp, Allison R.	Communicaton Media Journalism & Film	\$52,661	\$600		\$53,261
Coltharp, Joel W.	English	\$51,671	\$600		\$52,271
Conner, Karla D.	School Of Nursing	\$74,590	\$600	\$5,000	\$80,190
Cook, Chuck	WP Instruction	\$54,551	\$600		\$55,151
Cornelius-White, Jeffrey H.	School-Mental Health & Behavior Sci	\$99,785	\$600		\$100,385
Correll, Pamela	School-Teaching Learn & Develop Sci	\$72,389	\$600		\$72,989
Cox, Helena M.	School Of Nursing	\$69,010	\$600		\$69,610
Cox, Nora F.	Communicaton Media Journalism & Film	\$54,242	\$600		\$54,842
Craig, Christopher J.	School-Spec Ed Ledrshp Prof Studies	\$128,750	\$600		\$129,350
Cui, Yue	Mathematics	\$73,102	\$600		\$73,702
Cunningham, Denise D.	School-Teaching Learn & Develop Sci	\$118,375	\$600		\$118,975
Curran, Alexis M.	School Of Nursing	\$71,000	\$600		\$71,600
Curran, Tyler D.	Communicaton Media Journalism & Film	\$49,440	\$600		\$50,040
Curry, Natalie A.	School-Mental Health & Behavior Sci	\$64,898	\$600		\$65,498
Czyzniewski, Michael G.	English	\$77,941	\$600		\$78,541
Daehn, Ann Marie	Music	\$77,941	\$600		\$78,541
Dalton, Tracy L.	English	\$52,439	\$600		\$53,039
Daniel, Todd E.	Information Tech And Cybersecurity	\$53,547	\$600		\$54,147
Davies, Caitlin	Political Science & Philosophy	\$66,730	\$600		\$67,330
Davis, Chelsea G.	History	\$62,727	\$600		\$63,327
Davis, Joshua M.	Information Tech And Cybersecurity	\$162,367	\$600		\$162,967

Davis, Tammi R.	School-Teaching Learn & Develop Sci	\$72,389	\$600		\$72,989
Denton, Melinda L.	WP Instruction	\$58,078	\$600		\$58,678
Derayati, Pouya	Management	\$134,971	\$600		\$135,571
DeVore, Natasha M.	Chemistry And Biochemistry	\$68,467	\$600	\$5,000	\$74,067
Dillon, Randy K.	Communicaton Media Journalsm & Film	\$101,424	\$600		\$102,024
Dimond, Jack E.	Communicaton Media Journalsm & Film	\$54,325	\$600		\$54,925
Do, Ngoc T.	Mathematics	\$73,102	\$600	\$5,000	\$78,702
Dogwiler, Toby	Schl Of Earth Enviro & Sustain	\$115,000	\$600		\$115,600
Dong, Michael	Finance, Economics& Risk Management	\$144,200	\$600		\$144,800
Dowdy, Marcia B.	School-Spec Ed Ledrshp Prof Studies	\$48,668	\$600		\$49,268
Dubey, Rahul	Computer Science	\$113,300	\$600		\$113,900
Dudash-Buskirk, Elizabeth A.	Communicaton Media Journalsm & Film	\$74,688	\$600		\$75,288
Dudley, Kelly R.	School-Mental Health & Behavior Sci	\$52,905	\$600		\$53,505
Durham, Paul L.	Biology	\$115,646	\$600		\$116,246
Dyer, Samuel C.	Communicaton Media Journalsm & Film	\$75,771	\$600		\$76,371
Echols, Leslie	School-Mental Health & Behavior Sci	\$74,671	\$600	\$6,000	\$81,271
Eisman, Karen D.	Information Tech And Cybersecurity	\$48,668	\$600		\$49,268
Ellickson, Mark C.	Political Science & Philosophy	\$90,407	\$600		\$91,007
Elliott, Jessica M.	History	\$67,576	\$600	\$5,000	\$73,176
Entlicher-Stewart, Ronda S.	School Of Nursing	\$75,999	\$600		\$76,599
Estrella, Ana I.	WP Instruction	\$52,249	\$600		\$52,849
Evans, Kevin R.	Schl Of Earth Enviro & Sustain	\$90,964	\$600		\$91,564
Evans, Krista M.	Schl Of Earth Enviro & Sustain	\$74,693	\$600		\$75,293
Evener, Vincent M.	Languages Cultures & Religions	\$61,800	\$600		\$62,400
Falkenstien, Bridger D.	School-Mental Health & Behavior Sci	\$61,000	\$600		\$61,600
Fallone, Melissa D.	School-Mental Health & Behavior Sci	\$73,126	\$600		\$73,726
Fearing, Cory A.	Greenwood Lab School	\$52,205	\$600		\$52,805
Ferry, Nichole A.	Theatre & Dance	\$65,920	\$600		\$66,520
Finch, Kim K.	School-Spec Ed Ledrshp Prof Studies	\$76,255	\$600		\$76,855
Finley, Stacie L.	School-Teaching Learn & Develop Sci	\$64,413	\$600		\$65,013
Finn, Debra S.	Biology	\$76,258	\$600		\$76,858
Flannery, Timothy J.	Finance, Economics& Risk Management	\$105,247	\$600		\$105,847
Fogle, Ellen	School-Teaching Learn & Develop Sci	\$45,000	\$600		\$45,600

Follensbee, Billie J.	Art & Design	\$94,081	\$600		\$94,681
Foreman, Elizabeth	Political Science & Philosophy	\$75,459	\$600		\$76,059
Foster, Gabriel L.	WP Instruction	\$42,230	\$600		\$42,830
Foster, Jeffrey L.	School-Mental Health & Behavior Sci	\$71,301	\$600		\$71,901
Foster, Laura G.	Counseling Center	\$42,241	\$498		\$42,739
Foster, Lyle Q.	Sociology & Anthropology	\$69,745	\$600		\$70,345
Foster, Micheal S.	Theatre & Dance	\$83,540	\$600		\$84,140
Fraczak, Jacek M.	Art & Design	\$75,706	\$600		\$76,306
Franklin, Keri R.	English	\$104,960	\$600		\$105,560
Franklin, Thomas C.	School Of Health Care Professions	\$89,573	\$600		\$90,173
Frauenhoffer, Megan P.	Art & Design	\$49,489	\$600		\$50,089
Frazier, Emily K.	Schl Of Earth Enviro & Sustain	\$70,298	\$600		\$70,898
Frederick, Dana J.	Management	\$59,910	\$600		\$60,510
Friske, Wesley	Marketing	\$147,055	\$600		\$147,655
Gallaway, Julie H.	Finance, Economics& Risk Management	\$67,381	\$600		\$67,981
Garrison-Kane, Linda	School-Spec Ed Ldrshp Prof Studies	\$95,237	\$600		\$95,837
Gartin, Patrick R.	Criminology	\$98,367	\$600		\$98,967
Gerasimchuk, Nikolay N.	Chemistry And Biochemistry	\$106,206	\$600		\$106,806
Gerasimchuk-Djordjevic, Maria N.	Art & Design	\$67,618	\$600		\$68,218
Gholson, Rachel	English	\$63,828	\$600		\$64,428
Ghosh, Kartik C.	Physics Astronomy & Materials Sci	\$111,134	\$600		\$111,734
Ghosh, Mukulika	Computer Science	\$115,115	\$600		\$115,715
Gibson, Hugh M.	Kinesiology	\$89,971	\$600		\$90,571
Gillam, Kenneth M.	English	\$74,365	\$600		\$74,965
Given, Mark D.	Languages Cultures & Religions	\$74,043	\$600		\$74,643
Goddard, Stacy E.	School Of Health Sciences	\$67,953	\$600	\$5,000	\$73,553
Goering, Daniel D.	Management	\$150,443	\$600	\$5,000	\$156,043
Goeringer, Michael E.	School-Spec Ed Ldrshp Prof Studies	\$55,654	\$600		\$56,254
Goerndt, Michael	Schl Of Agri Sci And Conservation	\$79,004	\$600		\$79,604
Goodin, Kyle D.	Accounting	\$56,238	\$600		\$56,838
Goodwin, Andrew M.	Art & Design	\$49,096	\$600		\$49,696
Gordon, Ryan A.	School Of Health Sciences	\$62,830	\$600		\$63,430
Gorley, Nicole A.	School Of Health Sciences	\$56,204	\$600		\$56,804

Grace-Duran, Jennifer	Greenwood Lab School	\$49,708	\$600		\$50,308
Gray, Stacy M.	Greenwood Lab School	\$47,521	\$600		\$48,121
Greene, Brian D.	Biology	\$75,442	\$600		\$76,042
Grigsby, Jamie	Marketing	\$139,074	\$600		\$139,674
Guney, Selin	Finance, Economics& Risk Management	\$100,000	\$600		\$100,600
Gutierrez, Melida	Schl Of Earth Enviro & Sustain	\$103,368	\$600		\$103,968
Haggard, Dana L.	Management	\$129,496	\$600	\$5,000	\$135,096
Haggard, K. Stephen	Finance, Economics& Risk Management	\$165,296	\$600		\$165,896
Hains, Kathleen	Theatre & Dance	\$54,075	\$600		\$54,675
Hall, Lisa C.	Sociology & Anthropology	\$81,336	\$600		\$81,936
Hamilton, Cheri A.	Schl Of Agri Sci And Conservation	\$51,500	\$600		\$52,100
Hamm, Kristin O.	Accounting	\$65,000	\$600		\$65,600
Hammerschmidt, Melinda M.	Greenwood Lab School	\$56,669	\$600		\$57,269
Hammons, David D.	Marketing	\$51,800	\$600		\$52,400
Hamwi, Georg A.	Marketing	\$140,425	\$600		\$141,025
Han, Shin	School-Mental Health & Behavior Sci	\$62,500	\$600		\$63,100
Harbaugh, Adam P.	Mathematics	\$75,933	\$600		\$76,533
Hardee, Amy L.	Information Tech And Cybersecurity	\$52,000	\$600		\$52,600
Haring, Kate	Management	\$55,157	\$600		\$55,757
Hart, Algerian	McQueary College of Hlth & Hman Svs	\$92,700	\$600		\$93,300
Hart, Laura B.	Sociology & Anthropology	\$72,389	\$600		\$72,989
Harvey, Michelle D.	Theatre & Dance	\$62,830	\$600	\$5,000	\$68,430
Harwood, William H.	Political Science & Philosophy	\$69,745	\$600		\$70,345
Hass, Aida Y.	Criminology	\$99,488	\$600		\$100,088
Hatz, Kirsten A.	School Of Health Sciences	\$58,399	\$600		\$58,999
Hausback, Jason M.	Music	\$77,941	\$600		\$78,541
Havlin, Tiffany S.	School-Mental Health & Behavior Sci	\$66,435	\$600		\$67,035
Haynes, Heather M.	History	\$45,320	\$600		\$45,920
Hays, David R.	Music	\$86,670	\$600		\$87,270
Heinlein, Kurt G.	Theatre & Dance	\$89,183	\$600		\$89,783
Hellman, Andrea B.	English	\$79,102	\$600		\$79,702
Hellman, Daniel S.	Music	\$81,293	\$600		\$81,893
Hermans, Charles M.	Marketing	\$140,426	\$600		\$141,026

Herring, Sean C.	English	\$65,192	\$600		\$65,792
Herring, Tara K.	Biology	\$49,298	\$600		\$49,898
Heyboer, Jill L.	Music	\$80,388	\$600		\$80,988
High, Brian D.	Chemistry And Biochemistry	\$55,356	\$600		\$55,956
Hill, JaLynn A.	Technology & Construction Mgmt	\$81,113	\$600		\$81,713
Hill, Lindsay D.	WP Allied Health Division	\$65,991	\$600		\$66,591
Hines, Christopher S.	Accounting	\$162,863	\$600		\$163,463
Hoegeman, Catherine H.	Sociology & Anthropology	\$76,318	\$600		\$76,918
Holden, Jennifer	Greenwood Lab School	\$51,739	\$600		\$52,339
Holifield, Sara H.	Political Science & Philosophy	\$71,189	\$600		\$71,789
Holladay, Holly W.	Communicaton Media Journalsm & Film	\$69,196	\$600		\$69,796
Homburg, Andrew H.	Music	\$78,914	\$600		\$79,514
Hong, Hye-Jung	Music	\$74,842	\$600		\$75,442
Hopper, Tina-Maria	Biology	\$52,438	\$600		\$53,038
Horine, Debbie L.	School Of Nursing	\$75,999	\$600		\$76,599
Hornsby-Gutting, Angela M.	History	\$90,307	\$600		\$90,907
Horton III, Leonard B.	Communicaton Media Journalsm & Film	\$64,349	\$600		\$64,949
Houston, Ashley N.	School-Mental Health & Behavior Sci	\$64,413	\$600	\$5,000	\$70,013
Howard, Amber K.	School-Teaching Learn & Develop Sci	\$59,483	\$600		\$60,083
Howard, Jason A.	Communicaton Media Journalsm & Film	\$51,800	\$600		\$52,400
Howe, Adriana N.	School-Teaching Learn & Develop Sci	\$45,000	\$600		\$45,600
Howell, Marcus J.	Art & Design	\$71,315	\$600		\$71,915
Howerton, Phillip	WP Instruction	\$68,243	\$600		\$68,843
Huang, Shyang	Physics Astronomy & Materials Sci	\$90,693	\$600		\$91,293
Hubbard, Kevin M.	Technology & Construction Mgmt	\$107,837	\$600		\$108,437
Huddleston, Carla J.	WP Allied Health Division	\$70,382	\$600		\$70,982
Hudelson Lewis, Darcy	English	\$52,530	\$600		\$53,130
Hudson, Danae L.	School-Mental Health & Behavior Sci	\$93,210	\$600		\$93,810
Hudson, Michael B.	School Of Health Care Professions	\$98,951	\$600		\$99,551
Hughes, Kevin W.	Art & Design	\$70,264	\$600		\$70,864
Hulme, Amy E.	School Of Health Sciences	\$73,700	\$600		\$74,300
Hwang, Chin-Feng	Schl Of Agri Sci And Conservation	\$96,417	\$600		\$97,017
Hyder, Tahsin	Art & Design	\$66,500	\$600		\$67,100

Iacobucci, Evan	Schl Of Earth Enviro & Sustain	\$67,250	\$600		\$67,850
Iqbal, Razib	Computer Science	\$128,707	\$600		\$129,307
Ishtiaque, Asif	Schl Of Earth Enviro & Sustain	\$70,298	\$600		\$70,898
Jackson, Wendy R.	School-Mental Health & Behavior Sci	\$52,905	\$600		\$53,505
Jerin, Tasnuba	Schl Of Earth Enviro & Sustain	\$73,109	\$600		\$73,709
Jessee, Katy J.	Merchandising And Fashion Design	\$50,831	\$600		\$51,431
John, Judith A.	English	\$85,029	\$600		\$85,629
Johnson, Cynthia C.	English	\$59,500	\$600		\$60,100
Johnson, Richard A.	Information Tech And Cybersecurity	\$130,371	\$600		\$130,971
Johnson, Stacy L.	School-Mental Health & Behavior Sci	\$49,234	\$600		\$49,834
Jones, Adena Y.	School-Mental Health & Behavior Sci	\$78,668	\$600		\$79,268
Jones, Alisha K.	School Of Nursing	\$80,093	\$600		\$80,693
Jones, Steven P.	School-Spec Ed Ledrshp Prof Studies	\$94,071	\$600		\$94,671
Jordan, Linda S.	English	\$46,002	\$450		\$46,452
Joswick, David S.	Technology & Construction Mgmt	\$91,070	\$600		\$91,670
Kaatz, James B.	Political Science & Philosophy	\$71,587	\$600		\$72,187
Kado, Takehiro	Biology	\$66,000	\$600		\$66,600
Kaf, Wafaa	School Of Health Care Professions	\$110,521	\$600	\$7,000	\$118,121
Kageyama, Yoshimasa (Nancy)	Schl Of Hospitality And Agri Ldrs	\$90,858	\$600		\$91,458
Kane, Thomas D.	School-Mental Health & Behavior Sci	\$93,246	\$600		\$93,846
Karanikas, Marianthe V.	English	\$70,326	\$600		\$70,926
Kaula, Radhika	Information Tech And Cybersecurity	\$54,376	\$600		\$54,976
Kaula, Rajeev	Information Tech And Cybersecurity	\$141,372	\$600		\$141,972
Keith, Renee S.	WP Instruction	\$79,575	\$600		\$80,175
Keller, Carl E.	Accounting	\$155,187	\$600		\$155,787
Kelley, Carey L.	History	\$50,000	\$600		\$50,600
Kelley, Meghan	Biomedical Sciences	\$65,000	\$600		\$65,600
Kelley, Whitney M.	WP Dean Of Acad Affairs Office	\$40,000	\$600		\$40,600
Kelly-Williams, Suzette A.	School-Teaching Learn & Develop Sci	\$61,800	\$600		\$62,400
Kenny, Erin J.	Sociology & Anthropology	\$72,775	\$600		\$73,375
Ketter, Daniel M.	Music	\$67,361	\$600		\$67,961
Keys, Amanda M.	School-Mental Health & Behavior Sci	\$75,707	\$600	\$6,000	\$82,307
Khan, Monika Islam	Finance, Economics& Risk Management	\$99,807	\$600		\$100,407

Kim, Jihyun	Finance, Economics& Risk Management	\$59,740	\$600		\$60,340
Kim, Junyoung	School Of Health Sciences	\$74,049	\$600		\$74,649
Kim, Sohee	Accounting	\$151,000	\$600		\$151,600
King, Elizabeth K.	School-Teaching Learn & Develop Sci	\$72,775	\$600		\$73,375
Kissoon-Charles, La Toya	Biology	\$76,001	\$600		\$76,601
Kitheka, Bernard M.	Schl Of Earth Enviro & Sustain	\$74,049	\$600		\$74,649
Kleeschulte, Melanie	Languages Cultures & Religions	\$52,078	\$600		\$52,678
Knowles, Amy E.	English	\$57,363	\$600		\$57,963
Koch, Philippa	Languages Cultures & Religions	\$72,934	\$600		\$73,534
Koerber, Robin L.	School-Teaching Learn & Develop Sci	\$54,184	\$600		\$54,784
Koo, Pedro G.	Languages Cultures & Religions	\$74,666	\$600		\$75,266
Kostic, Bogdan	School-Mental Health & Behavior Sci	\$70,112	\$600		\$70,712
Kyle, Jerri L.	Communicaton Media Journalism & Film	\$54,394	\$600		\$54,994
Kyle, Michael J.	Criminology	\$81,149	\$600		\$81,749
LaBarr, Cameron F.	Music	\$84,514	\$600		\$85,114
Lamouria, Lanya M.	English	\$79,451	\$600		\$80,051
Lancaster, Molly	School Of Health Sciences	\$66,500	\$600		\$67,100
LaPrade, Jennifer	Criminology	\$81,149	\$600		\$81,749
Lazic, Gordana	Communicaton Media Journalism & Film	\$62,096	\$600		\$62,696
Lee, Kewman M.	School-Teaching Learn & Develop Sci	\$72,132	\$600		\$72,732
Leinweber, Ashley E.	Political Science & Philosophy	\$74,017	\$600		\$74,617
Leonhardt, Ron	History	\$61,000	\$600		\$61,600
Li, LinDa	Marketing	\$143,927	\$600		\$144,527
Liang, Yating	Schl Of Hospitality And Agri Ldrs	\$90,638	\$600		\$91,238
Ligon, Day B.	Biology	\$86,856	\$600	\$5,000	\$92,456
Lippe, Courtney E.	School-Teaching Learn & Develop Sci	\$48,668	\$600		\$49,268
Liu, Hui	Computer Science	\$127,253	\$600		\$127,853
Liu, Siming	Computer Science	\$123,306	\$600		\$123,906
Liu, Zongxi	Information Tech And Cybersecurity	\$132,355	\$600		\$132,955
Lockenvitz, Sarah	School Of Health Care Professions	\$77,440	\$600		\$78,040
Lombilla, Luis	Languages Cultures & Religions	\$53,700	\$600		\$54,300
Loughary, Jeff	Languages Cultures & Religions	\$50,510	\$600	\$2,500	\$53,610
Love, Joel	Music	\$70,000	\$600		\$70,600

Lowe, Abby N.	Greenwood Lab School	\$50,510	\$600		\$51,110
Lowenthal-Hershey, Jennifer M.	Information Tech And Cybersecurity	\$51,480	\$600		\$52,080
Luo, Jun	Schl Of Earth Enviro & Sustain	\$82,727	\$600		\$83,327
Lyman, Sean M.	Art & Design	\$78,680	\$600		\$79,280
Mabee, Jon	Communicaton Media Journalsm & Film	\$68,811	\$600		\$69,411
Madsen, Christian L.	Greenwood Lab School	\$44,805	\$600		\$45,405
Maher, Sean P.	Biology	\$73,947	\$600		\$74,547
Maimone, Luciane L.	Languages Cultures & Religions	\$68,811	\$600		\$69,411
Mainali, Raju	Information Tech And Cybersecurity	\$81,790	\$600	\$2,500	\$84,890
Malega, Ron	Schl Of Earth Enviro & Sustain	\$78,064	\$600		\$78,664
Mantie-Kozlowski, Alana R.	School Of Health Care Professions	\$94,760	\$600		\$95,360
Martin, Judith E.	Languages Cultures & Religions	\$80,932	\$600		\$81,532
Martinez, Judith	Languages Cultures & Religions	\$69,886	\$600		\$70,486
Maruf, Adnan	Computer Science	\$113,300	\$600		\$113,900
Masterson, Caitlin J.	School Of Health Care Professions	\$69,000	\$600		\$69,600
Masterson, Michael R.	Political Science & Philosophy	\$66,730	\$600		\$67,330
Mathis, S A.	Biology	\$96,364	\$600		\$96,964
Mayer, Aaron A.	Theatre & Dance	\$68,750	\$600		\$69,350
McClain, William E.	Schl Of Agri Sci And Conservation	\$83,429	\$600		\$84,029
McCluney, E. Nicole	School Of Health Sciences	\$67,486	\$600		\$68,086
McCollom, Jason	WP Instruction	\$58,820	\$600		\$59,420
McGee, Adam L.	Schl Of Agri Sci And Conservation	\$70,206	\$600		\$70,806
McIntyre, Stephen L.	History	\$85,493	\$600		\$86,093
McKay, Matthew P.	Schl Of Earth Enviro & Sustain	\$80,577	\$600		\$81,177
McLean, Annice H.	School-Spec Ed Ledrshp Prof Studies	\$56,856	\$600		\$57,456
McShan, Keith I.	School Of Health Sciences	\$64,609	\$600		\$65,209
McWoods, Anna M.	School Of Health Sciences	\$51,296	\$600	\$2,500	\$54,396
Meadows, William C.	Sociology & Anthropology	\$91,863	\$600		\$92,463
Mears, Perry G.	Music	\$66,950	\$600		\$67,550
Meek, Russell K.	Finance, Economics& Risk Management	\$60,011	\$600		\$60,611
Meints, Gary A.	Chemistry And Biochemistry	\$84,696	\$600		\$85,296
Metcalf, Holly V.	School-Spec Ed Ledrshp Prof Studies	\$59,492	\$600		\$60,092
Meyers, Sandra J.	Finance, Economics& Risk Management	\$78,733	\$600		\$79,333

Miao, Xin	Schl Of Earth Enviro & Sustain	\$93,606	\$600		\$94,206
Mickus, Kevin L.	Schl Of Earth Enviro & Sustain	\$110,545	\$600		\$111,145
Miles, Jacob C.	Mathematics	\$46,000	\$600		\$46,600
Millana, Jocelyn B.	Communicaton Media Journalsm & Film	\$68,811	\$600		\$69,411
Miller, Carol J.	Finance, Economics& Risk Management	\$143,268	\$600		\$143,868
Mirza, Babur S.	Biology	\$77,077	\$600		\$77,677
Mitchell, David M.	Finance, Economics& Risk Management	\$124,187	\$600		\$124,787
Mitra, Saibal	Physics Astronomy & Materials Sci	\$97,724	\$600		\$98,324
Montileone, Amanda N.	Greenwood Lab School	\$46,000	\$600		\$46,600
Moreno-German, Daniel A.	Cooperative Engineering Program	\$82,670	\$600		\$83,270
Morgan, Michelle M.	History	\$76,204	\$600		\$76,804
Moriarty, Julia K.	Theatre & Dance	\$60,000	\$600		\$60,600
Mork, Brandon M.	Counseling Center	\$41,010	\$498		\$41,508
Morris, Eric R.	Communicaton Media Journalsm & Film	\$85,879	\$600		\$86,479
Morris, Taleyna M.	Communicaton Media Journalsm & Film	\$52,986	\$600		\$53,586
Morrison, Martin T.	Music	\$50,110	\$600		\$50,710
Morrison, Sarah J.	Physics Astronomy & Materials Sci	\$71,364	\$600		\$71,964
Moser, Linda T.	English	\$101,948	\$600		\$102,548
Muchnick, Amy F.	Music	\$78,425	\$600		\$79,025
Murphy, Lindsey M.	School-Teaching Learn & Develop Sci	\$64,413	\$600	\$5,000	\$70,013
Murray, Michael F.	Music	\$83,558	\$600		\$84,158
Murray, Sarah E.	School Of Health Sciences	\$66,500	\$600		\$67,100
Murvin, Jennifer L.	English	\$64,876	\$600	\$5,000	\$70,476
Myers, Charles E.	School-Mental Health & Behavior Sci	\$77,040	\$600		\$77,640
Myers, Shellie M.	Mathematics	\$45,000	\$600		\$45,600
Naayem, Anthony D.	Finance, Economics& Risk Management	\$56,238	\$600		\$56,838
Naegle, J Conrad	Accounting	\$156,404	\$600		\$157,004
Neely, Jeremy C.	History	\$73,323	\$600		\$73,923
Neff, Carla D.	WP Allied Health Division	\$56,238	\$600		\$56,838
Nelson, Conci	Communication Media Journalism&Film	\$52,000	\$600		\$52,600
Nelson, Eric W.	History	\$95,950	\$600		\$96,550
Nemeth, Morgan	School Of Nursing	\$70,730	\$600		\$71,330
Newman, Jonathan M.	English	\$68,811	\$600		\$69,411

Niezgoda, Robert P.	School Of Health Sciences	\$64,890	\$600		\$65,490
Nixon, Sarah B.	School-Teaching Learn & Develop Sci	\$84,035	\$600		\$84,635
Norris, Joye H.	School-Spec Ed Ldrshp Prof Studies	\$135,928	\$600		\$136,528
Norton, Ginney P.	School-Spec Ed Ldrshp Prof Studies	\$57,000	\$600		\$57,600
Novik, Melinda G.	School Of Health Sciences	\$90,157	\$600		\$90,757
Novotny, Daniela	School Of Health Sciences	\$57,759	\$600		\$58,359
Obafemi-Ajayi, Tayo	Cooperative Engineering Program	\$106,162	\$600		\$106,762
Ondetti, Gabriel A.	Political Science & Philosophy	\$85,869	\$600		\$86,469
Ongaga, Kennedy O.	School-Spec Ed Ldrshp Prof Studies	\$78,350	\$600		\$78,950
Onyango, Benjamin M.	Schl Of Hospitality And Agri Ldrs	\$88,387	\$600		\$88,987
Ott, Brian L.	Communicaton Media Journalism & Film	\$120,768	\$600		\$121,368
Oyeniya, Bukola	History	\$72,651	\$600		\$73,251
Palacios-Valladares, Indira	Political Science & Philosophy	\$73,990	\$600		\$74,590
Panzer, Sarah J.	History	\$73,514	\$600		\$74,114
Pathak, Elena R.	Technology & Construction Mgmt	\$65,000	\$600		\$65,600
Patillo, Joanna R.	WP Instruction	\$53,560	\$600		\$54,160
Patton, Marciann	Technology & Construction Mgmt	\$61,364	\$600		\$61,964
Patton, Nathaniel W.	Communicaton Media Journalism & Film	\$60,770	\$600		\$61,370
Payne, Parker J.	Music	\$51,500	\$600		\$52,100
Payne, Richard T.	Music	\$78,774	\$600		\$79,374
Pearman, Cathy J.	School-Teaching Learn & Develop Sci	\$101,689	\$600		\$102,289
Percival, Mike	Greenwood Lab School	\$51,670	\$600		\$52,270
Perkins, David R.	Schl Of Earth Enviro & Sustain	\$74,773	\$600		\$75,373
Peters, Grant S.	Music	\$92,280	\$600		\$92,880
Pfeil, Timothy M.	Greenwood Lab School	\$48,827	\$600		\$49,427
Pham, Courtney T.	Marketing	\$53,957	\$600		\$54,557
Phillips, Gary L.	WP Instruction	\$71,871	\$600		\$72,471
Piccolo, Diana L.	School-Teaching Learn & Develop Sci	\$80,979	\$600		\$81,579
Pickett, Kaleigh	School-Spec Ed Ldrshp Prof Studies	\$46,350	\$600		\$46,950
Pierson, Matthew C.	Cooperative Engineering Program	\$103,893	\$600		\$104,493
Pinnon, Alex D.	WP Instruction	\$51,716	\$600		\$52,316
Pippa, Cristina M.	Communication Media Journalism&Film	\$63,718	\$600	\$5,000	\$69,318
Plisco, Erin E.	Music	\$80,855	\$600		\$81,455

Poulette, Jacob C.	WP Instruction	\$58,016	\$600		\$58,616
Prakash, Puneet	Finance, Economics& Risk Management	\$162,893	\$600		\$163,493
Pratama, Lucky A.	Technology & Construction Mgmt	\$87,550	\$600		\$88,150
Price, Debra A.	School-Teaching Learn & Develop Sci	\$52,164	\$600		\$52,764
Priest, Anthony	WP Instruction	\$70,670	\$600		\$71,270
Pulleyking, Micki A.	Languages Cultures & Religions	\$59,910	\$600		\$60,510
Putzu, Vadim	Languages Cultures & Religions	\$69,099	\$600		\$69,699
Pybas, Kevin M.	Political Science & Philosophy	\$74,847	\$600		\$75,447
Qiao, Yuhua	Political Science & Philosophy	\$89,373	\$600		\$89,973
Qiu, Wenping	Schl Of Agri Sci And Conservation	\$107,516	\$600		\$108,116
Qiu, Xiaomin	Schl Of Earth Enviro & Sustain	\$81,320	\$600	\$5,000	\$86,920
Quinn, Nathaniel E.	School-Spec Ed Ledrshp Prof Studies	\$60,933	\$600		\$61,533
Ragan, Gay A.	Mathematics	\$91,380	\$600		\$91,980
Rahmani, Hazhar	Computer Science	\$110,000	\$600		\$110,600
Ramirez, Sherri A.	School Of Nursing	\$70,298	\$600		\$70,898
Ramsey, Megan A.	Finance, Economics& Risk Management	\$155,355	\$600	\$5,000	\$160,955
Rast, Rebecca L.	Marketing	\$143,670	\$600		\$144,270
Rather, Sheila M.	WP Allied Health Division	\$57,141	\$600		\$57,741
Ravenscraft, Julie	Accounting	\$147,084	\$600		\$147,684
Raza, M. H.	School-Teaching Learn & Develop Sci	\$69,563	\$600		\$70,163
Rector, Paula K.	Criminology	\$58,123	\$600		\$58,723
Reed, Michael D.	Physics Astronomy & Materials Sci	\$107,388	\$600		\$107,988
Reger, Elizabeth A.	School Of Construction, Design & Project M	\$87,000	\$600		\$87,600
Reid, Les	Mathematics	\$113,937	\$600		\$114,537
Richter, Mark M.	Chemistry And Biochemistry	\$104,972	\$600		\$105,572
Rico, Cyren M.	Chemistry And Biochemistry	\$74,693	\$600		\$75,293
Riddell, Jordan R.	Criminology	\$70,298	\$600		\$70,898
Rimal, Arbindra	Schl Of Hospitality And Agri Ldrs	\$101,481	\$600		\$102,081
Roam, Kimberly J.	School-Teaching Learn & Develop Sci	\$55,651	\$600		\$56,251
Roberts, Hillary L.	School Of Health Sciences	\$72,875	\$600	\$5,000	\$78,475
Roberts, Jenifer J.	Merchandising And Fashion Design	\$78,896	\$600		\$79,496
Roberts, Jenni M.	WP Allied Health Division	\$52,530	\$600		\$53,130
Rodgers, Chris M.	Art & Design	\$56,000	\$600		\$56,600

Rodrigues, Herbert	Sociology & Anthropology	\$64,111	\$600	\$5,000	\$69,711
Rodriguez de la Vega, Vanessa	Languages Cultures & Religions	\$72,868	\$600	\$6,000	\$79,468
Rogers, Lori E.	English	\$50,867	\$600		\$51,467
Rogers, Mark W.	Mathematics	\$97,643	\$600		\$98,243
Rohr, Ami D.	School Of Nursing	\$72,522	\$600	\$5,000	\$78,122
Romano, David	Political Science & Philosophy	\$100,764	\$600		\$101,364
Romine, Devon T.	Physics Astronomy & Materials Sci	\$57,165	\$600		\$57,765
Rongali, Sharath	WP Instruction	\$56,131	\$600		\$56,731
Rost, Ann D.	Psychology	\$89,409	\$600		\$90,009
Rothenbaum, Nathan A.	Communication Media Journalism&Film	\$66,950	\$600		\$67,550
Russell, Avery L.	Biology	\$70,206	\$600	\$5,000	\$75,806
Russell, Brandon S.	Theatre & Dance	\$52,453	\$600		\$53,053
Russell, Dasha L.	WP Instruction	\$52,327	\$600		\$52,927
Russell, Regina M.	School-Mental Health & Behavior Sci	\$67,363	\$600	\$6,000	\$73,963
Sabo, Karen A.	Theatre & Dance	\$64,890	\$600		\$65,490
Sabz, Azadeh	Management	\$129,780	\$600		\$130,380
Sailors, Pamela R.	Political Science & Philosophy	\$121,887	\$600		\$122,487
Sakidja, Ridwan	Physics Astronomy & Materials Sci	\$96,497	\$600	\$5,000	\$102,097
Sandel, William L.	Criminology	\$81,149	\$600		\$81,749
Santra, Santimukul	Chemistry And Biochemistry	\$92,700	\$600		\$93,300
Saquer, Jamil M.	Computer Science	\$126,929	\$600	\$5,000	\$132,529
Sauer, Aaron D.	Technology & Construction Mgmt	\$108,158	\$600		\$108,758
Saxon, Caryn E.	Criminology	\$56,134	\$600		\$56,734
Schaefer, Weirong Y.	Languages Cultures & Religions	\$54,029	\$600		\$54,629
Schick, Alan	Chemistry And Biochemistry	\$120,908	\$600		\$121,508
Schmalzbauer, John A.	Languages Cultures & Religions	\$103,354	\$600		\$103,954
Schoeben, Melissa A.	Biology	\$46,392	\$600		\$46,992
Schotthofer, Melissa J.	School-Teaching Learn & Develop Sci	\$58,772	\$600	\$5,000	\$64,372
Scott, Keely E.	English	\$52,530	\$600		\$53,130
Scott, Vicky L.	Music	\$51,800	\$600		\$52,400
Scroggins, Wesley A.	Management	\$131,362	\$600		\$131,962
Seawright, Leslie E.	English	\$69,196	\$600		\$69,796
Seay, Travis L.	History	\$66,730	\$600		\$67,330

Senger, Steven	Mathematics	\$75,712	\$600	\$6,000	\$82,312
Seo, Jin A.	Art & Design	\$67,618	\$600		\$68,218
Sexton, Randall S.	Information Tech And Cybersecurity	\$142,250	\$600		\$142,850
Shade, Maria L.	School Of Nursing	\$74,590	\$600	\$5,000	\$80,190
Shah, Kishor	Mathematics	\$102,253	\$600		\$102,853
Shain, Ralph E.	Political Science & Philosophy	\$70,667	\$600		\$71,267
Shao, Feibo	Management	\$143,670	\$600		\$144,270
Shepard, Jason A.	Sociology & Anthropology	\$52,672	\$600		\$53,272
Shirley, Corinne E.	Languages Cultures & Religions	\$53,700	\$600		\$54,300
Siebert, Matthew R.	Chemistry And Biochemistry	\$76,915	\$600		\$77,515
Simmers, Christina S.	Marketing	\$146,688	\$600		\$147,288
Singh, Yasmine	Languages Cultures & Religions	\$62,727	\$600		\$63,327
Skiba, Jenifer	Marketing	\$143,927	\$600		\$144,527
Slavych, Bonnie K.	School Of Health Care Professions	\$68,675	\$600		\$69,275
Smith, Ashlee M.	WP Allied Health Division	\$50,000	\$600		\$50,600
Smith, Brenda M.	WP Instruction	\$65,581	\$600		\$66,181
Smith, Cody R.	School Of Health Sciences	\$65,236	\$600		\$65,836
Smith, Diane L.	School Of Nursing	\$78,315	\$600	\$5,000	\$83,915
Smith, Lloyd A.	Computer Science	\$130,213	\$600		\$130,813
Smith, Ryan A.	History	\$45,320	\$600		\$45,920
Sobel, Elizabeth A.	Sociology & Anthropology	\$86,457	\$600		\$87,057
Sottile, James	School-Spec Ed Ledrshp Prof Studies	\$97,536	\$600		\$98,136
Speer, Jason A.	Information Tech And Cybersecurity	\$61,324	\$600		\$61,924
Stafford, Gary L.	Mathematics	\$52,664	\$600		\$53,264
Stanbrough, CaSandra L.	Psychology	\$69,745	\$600		\$70,345
Stanton, Rhonda J.	English	\$72,651	\$600	\$6,000	\$79,251
Steinle, Erich D.	Chemistry And Biochemistry	\$75,780	\$600		\$76,380
Steiro, Dustin R.	Technology & Construction Mgmt	\$86,520	\$600		\$87,120
Stevens, Darcy W.	Music	\$55,174	\$450		\$55,624
Storochuk, Allison M.	Music	\$82,487	\$600		\$83,087
StoutHart, Kristen A.	Communicaton Media Journalism & Film	\$48,668	\$600		\$49,268
Strong, Jennifer L.	WP Allied Health Division	\$50,470	\$600		\$51,070
Strong, John T.	Languages Cultures & Religions	\$88,632	\$600		\$89,232

Stulce, Tara J.	School Of Health Sciences	\$56,654	\$600	\$5,000	\$62,254
Su, Wei-Han	Music	\$78,587	\$600		\$79,187
Su, Yingcai	Mathematics	\$102,657	\$600		\$103,257
Sudbrock, Christine E.	Schl Of Hospitality And Agri Ldrs	\$69,047	\$600	\$5,000	\$74,647
Suggs, Hannah L.	WP Instruction	\$35,000	\$600		\$35,600
Sullivan, Patrick	Mathematics	\$78,212	\$600	\$6,000	\$84,812
Sun, Xiaoning	School-Spec Ed Ldrshp Prof Studies	\$56,650	\$600		\$57,250
Sun, Xingping	Mathematics	\$110,509	\$600		\$111,109
Suttmoeller, Michael	Criminology	\$84,067	\$600		\$84,667
Swan, Karrie L.	School-Mental Health & Behavior Sci	\$79,289	\$600		\$79,889
Tapis, Gregory P.	Accounting	\$161,812	\$600		\$162,412
Tapis, Kanu Priya	Management	\$143,670	\$600		\$144,270
Tarbox, Judy D.	English	\$53,085	\$600		\$53,685
Tassin, Kerri L.	Accounting	\$151,709	\$600		\$152,309
Tate, Krista J.	School-Spec Ed Ldrshp Prof Studies	\$48,668	\$600		\$49,268
Taula, Lori A.	School Of Nursing	\$71,585	\$600		\$72,185
Templeman, Maureen E.	Sociology & Anthropology	\$61,862	\$600		\$62,462
Templer Rodrigues, Abby I.	Sociology & Anthropology	\$72,132	\$600		\$72,732
Thakur, Rajiv R.	WP Instruction	\$72,031	\$600		\$72,631
Thambusamy, Ravi	Information Tech And Cybersecurity	\$149,631	\$600		\$150,231
Thomas, Suneeta	English	\$68,811	\$600		\$69,411
Thomas-Tate, Shurita	School Of Health Care Professions	\$82,970	\$600		\$83,570
Thompson, Chris A.	Music	\$82,801	\$600		\$83,401
Thompson, Kip R.	School Of Health Sciences	\$74,611	\$600		\$75,211
Thompson, Kristen L.	School-Mental Health & Behavior Sci	\$59,000	\$600		\$59,600
Thornton, Kristen E.	Accounting	\$56,238	\$600	\$2,500	\$59,338
Tinsley, Tonia E.	Languages Cultures & Religions	\$73,037	\$600	\$6,000	\$79,637
Tipton, Sara	School-Teaching Learn & Develop Sci	\$63,723	\$600		\$64,323
Tomerlin, Mary P.	College Of Business	\$61,800	\$498		\$62,298
Towell, Jay	WP Instruction	\$61,077	\$600		\$61,677
Tracy, Matthew	Music	\$72,100	\$600		\$72,700
Trick, Jerry	WP Instruction	\$63,811	\$600		\$64,411
Troche, Julia D.	History	\$73,514	\$600		\$74,114

Tsai, Henry	School Of Health Sciences	\$65,000	\$600	\$65,600
Turner, John R.	English	\$56,065	\$600	\$56,665
Turner, Jon S.	School-Spec Ed Ldrshp Prof Studies	\$75,290	\$600	\$75,890
Tuttle, Alisha J.	School Of Nursing	\$71,585	\$600	\$72,185
Twibell, Andrew D.	Communicaton Media Journalsm & Film	\$70,437	\$600	\$71,037
Ulbricht, Randi J.	School Of Health Sciences	\$72,132	\$600	\$72,732
Uribe-Zarain, Ximena	School-Spec Ed Ldrshp Prof Studies	\$74,085	\$600	\$74,685
Urich, Stephanie M.	School Of Health Sciences	\$48,500	\$600	\$49,100
Van Ornum, Kimberly	Mathematics	\$52,742	\$600	\$53,342
Vu, Duat	Art & Design	\$70,619	\$600	\$71,219
Vu, Duat	Art & Design	\$70,619	\$600	\$71,219
Wait, D A.	Biology	\$96,127	\$600	\$96,727
Walker, Alicia M.	Sociology & Anthropology	\$72,483	\$600	\$73,083
Walker, Elizabeth L.	Schl Of Agri Sci And Conservation	\$88,747	\$600	\$89,347
Walker-Pacheco, Suzanne E.	Sociology & Anthropology	\$86,658	\$600	\$87,258
Wallace, J D.	Languages Cultures & Religions	\$47,380	\$600	\$47,980
Walstrand, Gwen	Art & Design	\$84,534	\$600	\$85,134
Walters, Heather L.	Communicaton Media Journalsm & Film	\$53,224	\$600	\$53,824
Walton, Misty L.	WP Allied Health Division	\$53,560	\$600	\$54,160
Wang, Fei	Chemistry And Biochemistry	\$74,600	\$600	\$75,200
Wang, Jianjie	School Of Health Sciences	\$88,743	\$600	\$89,343
Wang, Weiyan	RCASH	\$72,649	\$600	\$73,249
Ward, Jane	School-Teaching Learn & Develop Sci	\$57,947	\$600	\$58,547
Wasserman, Andrew F.	Art & Design	\$68,500	\$600	\$69,100
Watson, Marnie K.	Sociology & Anthropology	\$72,389	\$600	\$72,989
Webb, Gary W.	Schl Of Agri Sci And Conservation	\$95,505	\$600	\$96,105
Wehrman, Erin C.	Communicaton Media Journalsm & Film	\$67,618	\$600	\$68,218
West, Nicole M.	School-Spec Ed Ldrshp Prof Studies	\$74,552	\$600	\$75,152
Wheeler, Benjamin	WP Instruction	\$62,141	\$600	\$62,741
Whipple, Tanya L.	School-Mental Health & Behavior Sci	\$60,777	\$600	\$61,377
Whisenhunt, Brooke L.	School-Mental Health & Behavior Sci	\$94,137	\$600	\$94,737
White, Wajeana G.	Schl Of Hospitality And Agri Ldrs	\$59,983	\$600	\$60,583
Wickham, Cameron G.	Mathematics	\$101,134	\$600	\$101,734

Wiechert, Raegan N.	Library	\$52,192	\$600	\$5,000	\$57,792
Wiggin, Sarah J.	Theatre & Dance	\$77,252	\$600		\$77,852
Williams, Sarah K.	Art & Design	\$77,941	\$600		\$78,541
Willis, Steven C.	Art & Design	\$84,704	\$600		\$85,304
Wilson, Daniel J.	School Of Health Sciences	\$90,370	\$600		\$90,970
Wilson, Sara L.	School-Mental Health & Behavior Sci	\$59,000	\$600		\$59,600
Winstead, Cynthia J.	Theatre & Dance	\$86,572	\$600		\$87,172
Witkowski, Colette M.	School Of Health Sciences	\$102,617	\$600		\$103,217
Witte, Hugh D.	Finance, Economics& Risk Management	\$157,220	\$600		\$157,820
Wolf, Sara S.	Counseling Center	\$43,206	\$498		\$43,704
Wommack, Matt	Schl Of Agri Sci And Conservation	\$66,950	\$600		\$67,550
Wood, Gina M.	School-Teaching Learn & Develop Sci	\$57,143	\$600		\$57,743
Woodard, Rebecca J.	School Of Health Sciences	\$92,732	\$600		\$93,332
Wooden, Shannon R.	English	\$79,347	\$600		\$79,947
Worman, Scott	Sociology & Anthropology	\$73,780	\$600		\$74,380
Wright, Jennice M.	School-Teaching Learn & Develop Sci	\$72,132	\$600		\$72,732
Wright, Matthew E.	Mathematics	\$77,173	\$600		\$77,773
Wulff-Risner, Linda J.	WP Instruction	\$72,082	\$600		\$72,682
Xie, Xiuye	School Of Health Sciences	\$71,185	\$600		\$71,785
Yadon, Carly A.	School-Mental Health & Behavior Sci	\$79,017	\$600		\$79,617
Yang, Zhiguo	Information Tech And Cybersecurity	\$147,055	\$600		\$147,655
Yarckow-Brown, Ivy V.	Criminology	\$56,288	\$600		\$56,888
Yoes, Tammy	School Of Nursing	\$72,292	\$600		\$72,892
Yoshimatsu, Keiichi	Chemistry And Biochemistry	\$75,816	\$600		\$76,416
Young, Josh	Theatre & Dance	\$87,550	\$600		\$88,150
Yu, Lu	Management	\$137,221	\$600		\$137,821
Yun, Gawon	Marketing	\$136,819	\$600		\$137,419
Zhang, Yifan	Computer Science	\$110,000	\$600		\$110,600
Zhang, Jenny	Finance, Economics& Risk Management	\$150,731	\$600		\$151,331
Zheng, Songfeng	Mathematics	\$89,665	\$600	\$5,000	\$95,265
Zheng, Michael	Finance, Economics& Risk Management	\$148,706	\$600		\$149,306
Zhou, Fan	Mathematics	\$52,943	\$600		\$53,543
Zimmerman, David M.	School-Mental Health & Behavior Sci	\$68,882	\$600		\$69,482

Zimmerman, Scott D.	School Of Health Sciences	\$85,417	\$600	\$6,000	\$92,017

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

III.C.5.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1790-25
Approval of FY26 additional fringe benefits
to be funded by Missouri State University

BE IT RESOLVED that the University provides the following fringe benefits to its employees as funded directly by the University (Exhibit A), which fringe benefits the Board finds to be comparable to those provided by similar institutions.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

These benefits are for the fiscal year 2025-2026 unless otherwise approved by the Board by contract or otherwise. Also, this approval is in line with the recent IRS guidance that salary and fringe benefits supported by not-for-profit corporations should be approved by the governing board and consistent with comparable compensation packages. This resolution has been reviewed by the University legal counsel.

EXHIBIT A (Benefits Funded by the University)

West Plains Campus – Shared Membership

Ms. Rachel Peterson Director of Development and Annual Giving-WP	West Plains Country Club (Restaurant use only)

Mr. Dakota Bates Associate Vice-Chancellor for University Communications-WP	West Plains Country Club (Restaurant use only)

Ms. Zora Mulligan Chancellor-WP	West Plains Country Club (Restaurant use only)

Dr. Angela Totty Vice-Chancellor for Student Services-WP	West Plains Country Club (Restaurant use only)

Mr. David Young Associate Vice-Chancellor for Information Technology-WP	West Plains Country Club (Restaurant use only)

Mr. Crockett Oaks Associate Vice-Chancellor for Business Support Services-WP	West Plains Country Club (Restaurant use only)

Mr. Toby Rens Head Women's Volleyball Coach-WP	West Plains Country Club (Restaurant use only)

Mr. Jared Phay Head Men's Basketball Coach-WP	West Plains Country Club (Restaurant use only)

Dr. Michael Orf Vice-Chancellor for Academic Affairs	West Plains Country Club (Restaurant use only)

Ms. Keri Elrod Associate Vice Chancellor for Athletics & Community Engagement	West Plains Country Club (Restaurant use only)

Mr. Kadem Tharp Head Basketball Coach-Baseball-WP	West Plains Country Club (Restaurant use only)

Mr. Matt Hughes Head Basketball Coach-Rodeo-WP	West Plains Country Club (Restaurant use only)

III.C.6.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1791-25

Approval of FY26 additional fringe benefits
to be funded by the Missouri State University
Foundation

WHEREAS, the Missouri State University Foundation exists to assist and support Missouri State University in a variety of ways that are in the best interests of the institution; and

WHEREAS, the Foundation has provided funding for certain fringe benefits for University employees which would be difficult for the University to fund without the assistance of the Foundation.

THEREFORE, BE IT RESOLVED that the Board of Governors approves the fringe benefits as set forth in the attached Exhibit A for the University employees (for Fiscal Year 2025) which fringe benefits the Board of Governors finds to further support the public purposes of the University; and

BE IT FURTHER RESOLVED that the University provides the following fringe benefits to its employees as approved and provided by the Missouri State University Foundation, based on funding and/or reimbursement to the University from the Foundation (Exhibit A), which fringe benefits the Board further finds to be comparable to that provided by similar institutions.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

These benefits are for fiscal year 2025-2026 unless otherwise approved by the Board by contract or otherwise. Also, this approval is in line with the recent IRS guidance that salary and fringe benefits supported by not-for-profit corporations should be approved by the governing board and consistent with comparable compensation packages. This resolution has been reviewed by the University legal counsel.

EXHIBIT A (Benefits Funded by the MSU Foundation)

Dr. Richard Williams
President

Travel Expense for spouse when accompanying the
President on University business

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1792-25

Approval of Amendments to the
Employee Handbook for Administrative,
Professional and Support Staff employees
and related policies

WHEREAS Administration recommends that certain revisions be made to the *Employee Handbook for Administrative, Professional and Support Staff* ("Employee Handbook"); and

WHEREAS, specifically, some revisions to the Employee Handbook are needed due to changes in operating procedures, clarification, process improvement, and overall ongoing changes to the handbook; and

WHEREAS, as a result of the proposed revisions to the Employee Handbook, similar revisions to the *Faculty Handbook*, the Medical Plan, the Dental Plan, and/or other group insurance agreements may be required in order to ensure consistency and accuracy across these documents.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for Missouri State University that the Employee Handbook be revised in accordance with Attachment A; that the *Faculty Handbook*, Medical Plan and Dental Plan, and/or other group insurance agreements, be revised as necessary to ensure consistency between said documents and the Employee Handbook; and that the President and the Vice President for Administration and Finance be granted authority to correct any typographical, grammatical, and formatting errors appearing from time to time to retain accuracy and consistency, to revise sections within the Handbook to provide clarification or process improvement, to revise other University procedures and plan documents to allow the application of the above handbook changes, and to ensure compliance with applicable law.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS: Sections of the Employee Handbook have been updated to reflect current processes and existing practices, provide clarification on existing processes, and to correct grammatical, typographical, and formatting errors. Other sections of the Employee Handbook have been modified to streamline processes and ease the administrative burden.

Please see the actual changes to be made within Attachment A. These changes are summarized as follows:

Attachment A

- **G7.02-2 University Policies**
 - 2.12 Employment of relatives – nepotism policy
 - Direct employees to the Conflict-of-Interest Policy (G1.02-7) for detailed information.
- **G7.02-3 Employment Policies and Procedures**
 - 3.16 Access and review of employee personnel records
 - Update language to mirror Op10.4.7
 - 3.4 Job posting
 - Update the sources for accessing full-time vacancy announcements.
- **G7.02-6 Benefits**
 - 6.4.1 Credit course fee waivers
 - Update the procedure and clarify the conditions.
 - 6.4.1.3 Dual Credit Instructors
 - Add a section outlining qualifications for dual credit instructors.
 - 6.4.3 Organizational and talent development programs
 - Clarify the funding source for the Certified Administrative Professional (CAP) designation salary increase.
 - 6.11.9 Counseling services and Employee Assistance
 - Ratify the update made on October 22, 2024, to clarify employee counseling options and associated process.
 - Replace listed services with a link to the Human Resource webpage.
- **G7.02-7 Leave Benefits**
 - 7.13 Leave without pay
 - Clarify that leave is granted only with the intent of returning to work.
- **G7.02-8 Employee Recognition Programs**
 - 8.8 Emeritus Status
 - Clarified eligibility requirements for emeritus status.

2.12 Employment of relatives - nepotism policy

The university's policy regarding the employment of relatives is set forth in the nepotism provision of the Conflict of Interest Policy, G1.02-7. ~~No Governor, officer, faculty, or employee shall participate, either directly or indirectly, in a decision to appoint or hire an employee of the university, including regular and part-time appointments, who is related to such person within the fourth degree by blood or marriage. It also shall be a violation of this policy for an employee to supervise, either directly or indirectly, the work of another employee who is related within such fourth degree, unless the supervisory role is specifically approved by the president of the university. A relative within the fourth degree includes, but is not limited to spouse, child, grandchild, great-grandchild, great-great-grandchild, parent, grandparent, great-grandparent, great-great-grandparent, brother/sister, aunt/uncle, great aunt/uncle, niece/nephew, grand niece/nephew and cousin. For university purposes, this includes domestic partners. All relationships are included, whether full, half, step, foster, adopted, or in-law. An employee or supervisor who has a question pertaining to the relatives covered by the university's nepotism policy should contact his/her department head or the Office of Human Resources.~~

3.16 Access and review of employee personnel records

The policy of the ~~office of human resources~~Office of Human Resources pertaining to ~~the release of information and access to records safeguards against~~access to records maintained in HR safeguards against improper disclosure and protects employees' rights to privacy. Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment, and records of hiring, firing, disciplining or promoting an employee of the university are and shall be considered closed records pursuant to §§ 610.021(3) and (13), R.S.Mo., except as provided in those sections or other law or specific action of the Board of Governors, including this policy.

The following persons shall have the right of access to review an employee's personnel file:

- The employee or former employee who is the subject of the file.
- An attorney or designee of the employee.
- Supervisory employees who are considering the employee for promotion, transfer, reassignment, demotion, dismissal or other personnel actions.
- ~~Director, office for institutional compliance.~~
- A university attorney or other appropriate officer when needed in connection with any action brought by the employee against the university.
- Other persons acting in compliance with federal, state or local laws such as auditors, ~~equal employment opportunity~~Office for Institutional Compliance investigators, etc., or in response to a lawfully issued subpoena or court order.
- University supervisory or administrative personnel who can establish a justifiable need.

Exempt from employee or former employee access are letters of reference or recommendation, managerial records, and civil, criminal or grievance investigation records.

The file shall be reviewed in the ~~office of human resources~~Office of Human Resources in the presence of a member of the ~~office of human resources~~Office of Human Resources staff. Employees may take notes or make copies. ~~Employees have the right to insert concise information in their files in response to material they deem unfair or incorrect.~~If an Employee believes that an inaccurate performance evaluation has been rendered, a written response to the evaluation may be submitted as outlined in the Employee Handbook, G7.02.5.4.

G7.02-3 Employment Policies and Procedures

3.4 Job posting

University system-wide vacancy announcements of full-time positions are available:

- online on the university's website, Employment Opportunity
- ~~on the bulletin board outside the Office of Human Resources, Carrington Hall~~
- online Union Bids and Awards for bargaining unit positions
- ~~with various affirmative action recruitment sources~~

6.4.1 Credit course fee waivers

~~Full-time regular employees are eligible to enroll at Missouri State University for a total of 15 credit hours of college-level courses in an academic year (12-month period beginning with the fall semester) and have their required student fees paid by the university.~~ Full-time regular employees are eligible for up to 15 credit hours of tuition and student fees covered by the university for classes taken at Missouri State University per academic year (starting with the fall semester). This benefit is also transferable to eligible dependents. If an employee also has a spouse/domestic partner, and both are full-time employees of the university, they have a combined total of 30 credit hours for which the university will pay the required student fees during an academic year. If both an employee and their spouse/domestic partner are full-time employees of the university, they can each utilize 15 credit hours of tuition and student fee coverage, allowing for a combined total of 30 credit hours for the same recipient during an academic year. In order for the university to pay the required student fees, employees must be employed by the university prior to the start of the semester for which they have enrolled and intend to use the fee waiver benefit. In order for the university to pay the required student fees, employees must be employed by the university prior to or on the first date of the semester for which they intend to use the fee waiver benefit. If the employee terminates employment prior to the start of the semester in which the university has paid the required student fees, the university will cancel the payment of those fees and will bill the person who received the fee waiver for the amount due the university.

Employees who have used their 15 credit hour benefit during a given academic year, and who enroll in additional courses at Missouri State University during the same academic year, must pay the required student fees for those additional courses. This fee waiver can be applied to auditing a class, intersession classes and repeated classes. This benefit is not applicable to book costs, or any special fee pertaining to a specific class or private instruction.

Employees may assign part or all of the 15 credit hour benefit to their spouse, domestic partner and/or their eligible dependent children. For purposes of this policy, the Internal Revenue Code defines an eligible dependent child as an employee's son, stepson, daughter, stepdaughter or grandchild. Such children must be a dependent of the employee and must not have attained the age of 24 years at the start of the semester in which the credit hour fee waiver is applied. In addition, children of divorced or separated parents are treated as a dependent of both parents where (1) the parents are divorced, legally separated, or separated under a written separation agreement; and (2) the children receive over half of their support from their parents. The spouse, domestic partner and/or eligible dependent children must have been admitted to Missouri State University or must qualify for the high school senior early admission program.

The purpose of offering credit course fee waivers through the Employee Educational Opportunity Program is to (1) encourage overall employee improvement (2) encourage development of qualifications which may increase an employee's skill in his/her present job or lead to advancement through additional education and/or (3) enhance the fringe benefit program by extending course enrollment benefits to spouses and eligible dependents.

The following requirements must be met in order for an employee to participate in this program:

- The individual receiving the fee waiver must file an application for admission or readmission with the office of admissions and recruitment and must meet all academic admission requirements stipulated in the Missouri State University Undergraduate Catalog or the Missouri State University Graduate Catalog. (See calendar in Catalog and Class Schedule for deadlines.)
- Courses taken by employees (1) must be taken outside assigned scheduled working hours, or (2) an equivalent adjustment must be made in the employee's work schedule to make up the time away from work, or (3) an equivalent adjustment must be made by requesting leave without pay or (4) the time away from work must be requested as vacation leave.
- ~~Employees are expected to work 40 hours weekly. Work schedule adjustments may be made within the department. However, the adjustment must be approved by the department head or supervisor in advance and should not be considered if it interferes with the normal operations of the department.~~ Employees are expected to work their standard full-time hours each week. Work schedule adjustments may be made within the department, but these adjustments must be approved in advance by the department head or supervisor and should not interfere with the normal operations of the department.
- Participation in the program is voluntary. Responsibility for course work rests with the individual and work hours are not to be used for class preparation.
 - ~~Employees using this benefit can access the automated fee waiver system by logging onto My Missouri State, Profile, Employment Details, Fee Waiver.~~ In order to receive the benefit, the employee must request it by logging into my.missouristate and accessing the electronic form listed on the "Fee Waiver Benefits" experience card.
 - Fee waivers are applied in whole hour increments only, apart from Greenwood Laboratory School as outlined in 6.4.1.1.
- Employees can submit fee waiver requests up until the end of the term in which classes are taken. Fee Waivers will not be processed for previous terms.

G7.02-6 Benefits

6.4.1.3 Dual Credit Instructors

To qualify for a 3-credit hour fee waiver, an instructor must teach at least three (3) credit hours in an academic year (fall–summer). The fee waiver becomes available only after the instructor has completed teaching the course and met all eligibility requirements.

The fee waiver may be used by the instructor or their dependent(s). The individual using the fee waiver must be registered for the class before submitting a fee waiver request.

This benefit is available on an annual basis for instructors who meet the eligibility criteria and will continue as long as the instructor remains eligible.

Fee waiver requests must be submitted during the current semester/term. Late requests received after the semester/term has ended will not be processed.

6.4.3 Organizational and talent development programs

My Learning Connection

Professional and personal development opportunities are available to employees through My Learning Connection, Missouri State University's online Learning Management System (LMS) located in My Missouri State. My Learning Connection is a centralized library of all development opportunities available to employees that is searchable, designed to support specific learning plans and accessible 24/7 for information and registration. Employees can view their own comprehensive training record to include historical data, courses for which they have registered for, their training calendar and courses they are interested in for future attendance. My Learning Connection supports the registration for all classroom, online and blended learning courses to assist in providing learning opportunities for all employees. The employee's access to the LMS and set up for their training record is established at the time of employment.

Programs will normally be held during the regular workday; however, it is up to the employee to make arrangements with his/her supervisor for job coverage during program attendance. Those arrangements should be made prior to registration for training. There are compliance courses for which an employee's attendance is required in order for the university to meet legal mandates. The requirement to attend such training may be directed either by the university or the employee's department.

Questions about My Learning Connection, training requirements and development programs can be directed to hrlearning@missouristate.edu or human resources Organizational and Talent Development.

Certified Administrative Professional (CAP) designation

The university recognizes the attainment of the Certified Administrative Professional (CAP) rating by any full-time regular employee (as defined in Section 3.9.1) who is in a nonexempt, administrative support position, as categorized by the university's classification index. In support of this recognized rating for administrative support professionals, the university will (1) pay for the fees for the noncredit classes offered by the university that provide a review for the CAP examination; (2) pay for the application processing and examination fees for an employee's initial examination attempt; and (3) increase the annual base salary by \$600.00 for any administrative support employee achieving CAP status. This increase is not a supplemental increase on top of base salary-; the increase is funded by the employee's respective department and/or cost center. The university University funds will not cover expenses for second or subsequent re-examination attempts or for any other charges incurred by the employee. For

more information regarding the review sessions, ~~payment and reimbursement process~~ contact hrlearning@missouristate.edu, human resources Organizational and Talent Development.

6.11.9 Counseling services and Employee Assistance

Full-time and part-time faculty and staff of the university are eligible for counseling services through Magers Family Health and Wellness Center and the university’s Employee Assistance Program (EAP) managed through the university Human Resources office. Add link: Employee Assistance Program - Human Resources - Missouri State ~~EAP is administered by Mercy EAP and UNUM.~~

~~Mercy EAP offers an array of services including:~~

~~• Strained relationships~~	~~• Stress, Depression and/or Anxiety~~
~~• Anger, resentment~~	~~• Budgeting and debt Management~~
~~• Parenting concerns~~	~~• Addictions~~
~~• Conflicts/communication~~	~~• Grief and Loss/ Pillars of Resilience~~
~~• Retirement/aging~~	~~• Legal and Financial~~

~~Call 24 hours a day 7 days a week 365 days a year 314-729-4600 #2 or 1-800-413-8008 #2~~

~~<https://helpwhereyouare.com/CompanyLogin/1515/mercy>~~

~~• Username: MSU~~

~~• Password: MSU~~

~~www.mbh-eap.com~~

7.13 Leave without pay

Employees and supervisors must contact Human Resources Benefits office regarding Leave Without Pay. An employee may be granted leave without pay for a period that may not exceed six weeks (240 hours) in any 12-month period. When leave without pay has been approved by proper authority, and such leave is expected to last more than 10 consecutive days, a personnel action form (PAF) must be completed. Leave without pay shall only be granted when an employee is expected to return to work following the end of the leave. Leave without pay may be granted by the University, in its sole discretion, under the following conditions:

- When such leave is for prolonged employee illness or injury extending beyond accumulated vacation, sick leave or compensatory time, and the employee is needing additional time and will return to work. Following any Family Medical leave (FML) as appropriate, total unpaid time shall not exceed six weeks (240 hours) in any 12-month period. As part of reasonable accommodation review and with approval, leave without pay may be granted on an intermittent basis.
- ~~When an employee will attend a college, university or school for the purpose of training in subjects relating to a job that shall benefit both the employee and the university; requires PAF and cost center approval.~~
- Because of seasonal fluctuations in the work schedules at the university and the employee is requisitioned into such a position based on this fluctuation (i.e. 9 or 10 month staff employees); does not require PAF.
- Under special circumstances, an employee may be granted leave without pay for a specific purpose other than those listed above with the approval of the appropriate cost center administrator when such leave extends beyond accumulated vacation, sick leave or compensatory time off available to be used.
- As defined under Military Leave in section 7.10 of the employee handbook.

Leave without pay is not intended to be granted when the employee has paid vacation, sick leave, or compensatory time off available; except as stated under the Military Leave policy.

Employees on approved leave without pay, who do not have at least 80 hours of paid time during the pay period, will not earn sick or vacation leave. Nor will an employee be paid for a holiday that occurs during the period of leave without pay.

If an employee does not have sufficient pay to cover benefit deductions:

- The insurance coverage will not be paid by the University. An employee who desires to maintain insurance coverage during a leave without pay, must make arrangements with the office of human resources at least 60 days prior to the leave. Premiums must be paid one month in advance of the month of insurance coverage. The employee will be responsible to pre-pay the employee portion of premiums and employer portions of premiums.
- An employee with Family Medical leave protections will be responsible for only employee portions of premiums. Benefits are protected until such time as Family Medical leave is exhausted. While under Family Medical Leave the University will continue employer sponsored benefits and contributions.

Nine- and Ten-month staff employees will have coverage continued; provided the employee is scheduled and expected to return to work following the summer. The employee will be responsible to pre-pay employee portion of premiums and employer portions of premiums will be paid by the university during the summer months.

G7.02-8 Employee Recognition Programs

8.8 Emeritus status

Appointment to Emeritus status is granted as a result of meritorious service to the university. To be eligible for consideration for Emeritus status, an employee must satisfy the following requirements: (1) completion of at least 10 years of full-time service to Missouri State University; and (2) retirement or disability status at Missouri State University. An exception to these requirements may be granted by the President. ~~or (3) an exception granted by the President, and~~ All requests for appointment to Emeritus status must have the approval of the appropriate administrative officials and the Board of Governors.

III.D.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1793-25

Approval of Employment

Agreements for University Athletics

WHEREAS, the University desires to employ the Athletic Coach designated as a New Hire in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the President to execute the applicable Employment Agreement for Athletics for the individual listed in Schedule 1.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

Comments:

The individual listed may also be eligible to earn achievement payments contingent upon the athletic success of certain athletics teams, pursuant to the terms of the Employment Agreement.

Schedule 1

Coach/Administrator's Name	Area	Position	Contract Salary	Designation
Anna Miller	Men's and Women's Swimming and Diving	Assistant Coach	\$33,000 annual	New Employee

III.E.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PURCHASING ACTIVITY REPORT NO. 545-25
Approval of Procurement Activity Report

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for all reportable actions since the last Board of Governors' meeting, as presented by the Office of Procurement Services, be approved.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

Recommend the attached report summarizing all reportable Office of Procurement Services activity from April 30, 2025, through June 4, 2025, be approved.

**ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES**

FOR APPROVAL

Single Feasible Source > \$250,000

Credit Card and E-Check Processing ERP Maintenance	\$274,624.05 (Estimated)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University is requesting approval to exercise optional renewal of the annual maintenance agreement for CASHNet services with Transact Campus, formerly Higher One Incorporated.

CASHNet provides credit card and e-check processing over the Internet for University departments and groups. The University has been with CASHNet for sixteen years, using its enhanced cashiering system with the Ellucian Banner Enterprise Resource Planning (ERP) system. Support services are only available from the actual manufacturer/service provider.

Based on the contract terms, annual maintenance for the period of September 1, 2025 through August 31, 2026 is estimated at \$274,624.05.

Note: Funding to be from ERP Maintenance Service Agreements - Software/Hardware A02000 302014 73421 063.

Contract for the purchase of goods and services estimated > \$250,000.00

Periodicals Class S2 European Origin Meyer Library	\$375,000.00 (Estimated)

Recommend approval of Contract C8270-1 with Otto Harrassowitz for the purchase of Class S2 Non-Domestic Titles, Primarily European Publications for the subscription period of July 1, 2025, through June 30, 2026. The subscription renewals represent the Libraries FY2026 subscription renewals for a large group of foreign periodicals.

Contract C8270-1 Subscription Period is July 1, 2025, through June 30, 2026, with five one-year renewal options.

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE TWO

Prices and mailing services for the first renewal will remain the same as during the original contract period.

Subject to continued satisfactory performance, the University will continue to exercise the remaining available annual renewal options when due.

Note: Funding to be from Library Periodicals A02000 172002 75006 041.

Single Feasible Source > \$250,000

Video Services	\$440,000.00
Intercollegiate Athletics	(One-Year Estimate)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, recommend a one-year video services contract with Hite Media Services, through a consolidated agreement with ESPN, Conference USA, and American Athletic Conference.

In May 2025, ESPN and Conference USA entered into a five-year agreement for media rights for member institutions. Effective July 1, 2025, Missouri State University will be a full member of Conference USA. Conference USA is an ESPN exclusive conference, and as a full member the University will be responsible for producing events for ESPN.

Services provide the University significant national televised coverage for multiple sports on ESPN3, video board services, and video services, for academic events such as graduations, convocations, and general events, as well as direct student educational experiences.

Existing Hite Media contracts for ESPN, the Missouri Valley Conference, Video Production Operations for The Plaster Sports Complex, and Video Board Operations for the Great Southern Bank Arena have been consolidated into a unified contract that will streamline and enhance service delivery across all departments.

New agreement terms provide for exit from the Missouri Valley Conference on June 30, 2025 to join Conference USA on July 1, 2025. Services are for all potential televised sports except men's soccer, which joins the American Athletic Conference on July 1, 2025.

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE THREE

Production Cost Estimate 2025-2026

Services	Cost
ESPN Production, Conference USA, AAC (90 Events)	\$315,000.00
Video Board Football (Athletics)	12,000.00
Video Board Basketball (Athletics)	60,000.00
Video Board (Academics/Graduations/Convocations, Institutional Administration	10,000.00
Incidentals/Maintenance	35,000.00
	8,000.00
Total One Year (Estimated)	\$440,000.00

Increases are anticipated each year as additional sports are added to the agreement.

Subject to need and continued satisfactory service, utilization will be evaluated on an annual basis, and ongoing productions will continue to be made.

Note: Funding to be from Intercollegiate Athletics Advertising H02000 222034 73603 201.

Contract for the purchase of goods and services estimated > \$250,000 that was competitively bid

Air Charter Transportation Services \$511,925.00
Athletics (Estimated)

In response to required advertising to provide charter air transportation services for six (6) trips for the football team for 2025 fall season, four (4) bids were received. Minimum seating capacity required is 177.

Contractor	Cost – Total
Pass Charters	\$511,925.00
SoFly Inc.	\$560,235.00
Air Planning LLC	\$563,930.00
STM Charters Inc.	\$588,247.51

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE FOUR

Trip	University	Destination	Date
One	University of Southern California	Los Angeles, California	08.29.25
Two	Marshall University	Huntington, West Virginia	09.05.25
Three	Middle Tennessee University	Smyrna, Tennessee	10.07.25
Four	New Mexico State University	Las Cruces, New Mexico	10.22.25
Five	Liberty University	Lynchburg, Virginia	11.07.25
Six	Kennesaw State University	Kennesaw, Georgia	11.21.25

Payments terms will be a combined 30% deposit for all trips after contract award, balance for each trip 30 days before each departure date.

Recommend award to Pass Charters as the lowest cost bidder, for an estimated cost of \$511,925.00.

Note: Funding to be from the FY26 operational budget. Football H02000 222016 73004 201.

Contract for the purchase of goods and services estimated > \$250,000.00

Periodicals – S1 Domestic Origin/Serials Subscription Renewals Meyer Library	\$821,000.00 (Estimated)

Recommend approval of Contract C8269-1 with Otto Harrassowitz for the purchase (1) Periodicals Class S1 Domestic Origin and (2) Periodicals – Serials Subscription renewals for the period July 1, 2025, through June 30, 2026. The subscription renewals represent the Library's FY2026 subscription renewals for a large group of domestic periodicals, and the Serial Subscription renewals for Wiley Titles, and Taylor & Francis Titles.

Contract C8269-1 Subscription Period is July 1, 2025, through June 30, 2026, with five one-year renewal options.

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE FIVE

Prices and mailing services for the first renewal will remain the same as during the original contract period

Description	Annual Fee
Class S1 Domestic Origin	\$456,000.00
Periodicals for Serials Subscription Renewals	\$365,000.00
Total	\$821,000.00

Subject to continued satisfactory performance, the University will continue to exercise the remaining available annual renewal options when due.

Note: Funding to be from Library Materials Periodicals A02000 172002 75006 041.

FOR INFORMATIONAL PURPOSES ONLY

Exercise of contract renewal option for the purchase of goods and services estimated > \$100,000

Books, North American/United Kingdom English Language Editions \$154,625.62
Meyer Library (Estimated)

Renewal of Contract C7817-1 has been initiated with Gobi Library Solutions from EBSCO, for the purchase of Class I B Books.

Sixth renewal is for the contract term July 1, 2025 through June 30, 2026, with no additional University optional one-year renewals. Term of this contract expires on June 30, 2026, and the service will be solicited again at that time.

Note: Funding to be from Library Materials Books A02000 172002 75005 041.

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE SIX

Single Feasible Source > \$100,000

Performance Management Licenses	\$180,824.48
Information Services	(Three-Year Agreement)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, award is recommended to Cornerstone OnDemand Incorporated for Cornerstone Performance Management + Succession Module licenses.

Cornerstone's Learning Management System (LMS) for employee training, including the required compliance training courses and content, is currently utilized by the University.

Licenses are proposed for the additional functionality offered by the Cornerstone Performance Management + Succession module that integrates with the Learning Management System. It offers more flexibility and options for additional employee development than the University's current, custom-developed, Appraisal and Development Plan (ADP) electronic system can offer.

Included are peer and 360-degree evaluations, as well as succession planning tools. Other software packages and implementation barriers were considered, but it was determined Cornerstone was the best path forward. Considerations were the existing integration of the

Learning Management System with Human Resources and Banner, as well as the ability to maximize training as a key component of performance management.

Agreement is to be May 15, 2025 through May 14, 2028.

Note: Funding to be from Information Services Operations Service Agreement Software and Hardware A02000 097202 73421 063.

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE SEVEN

Contract for the purchase of goods and services estimated > \$250,000.00

Single Feasible Source > \$100,000

Video Audio Learning Tool **\$234,390.00**
McQueary College of Health and Human Services (MCHHS)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the McQueary College of Health and Human Services (MCHHS) requests approval to make award to E3 Diagnostics and installation of supplies for the period of December 1, 2025 through November 30, 2026.

As sound booth systems have already been widely utilized across MCHHS, E3 Diagnostic booths have been previously installed in various MCHHS research and clinical locations.

Currently, a portion of the first floor of Kampeter Hall is undergoing renovation to establish a new Integrated Multidisciplinary Clinic, with an expected opening in Summer 2026. The clinic will house Speech-Language Pathology, Audiology, and several other interdisciplinary programs. The sound booths will primarily support the clinical and instructional needs of these programs.

Given the college's prior experience with E3 Diagnostic solutions, including sound booths and specialized audiology equipment, this expansion presents an opportunity to upgrade and integrate new systems into the renovated space. This initiative also builds on a longstanding partnership with E3, which has provided consistent service, maintenance, and support across the college. It will further strengthen MCHHS's ability to deliver high-quality, hands-on clinical education and patient care.

Note: Funding to be from MCHHS Graduate Differential Fees B02381 132001 73204 011.

April 30, 2025 through June 4, 2025

ACTIVITY REPORT
PAGE EIGHT

Single purchase > \$100,000 from established cooperative contract

Wireless Network Support Renewal	\$249,505.10
Networking and Telecommunications	(Three Years)

Pursuant to University policy, which allows the University to participate in contract agreements established by other public entities, the University seeks approval to utilize PEPPM Cooperative Contract 542242-001 through BlueAlly.

The purpose of this procurement is to renew support for Aruba Networks wireless core hardware and licenses for three (3) years. Equipment and licenses support wireless (Wi-

Fi) access on the Springfield, West Plains, and Mountain Grove campuses, and all other sites that use the University network.

Service term is June 1, 2025 to May 22, 2028.

Note: Funding to be from Telecommunication Services Networking and Telecommunications Supplies Computer General Administration and Logistical Services D02008 062048 73421 063.

III.F.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

STUDENT POLICIES NO. 116-25

Approval of Revisions to the Code of
Student Rights and Responsibilities
(Springfield Campus)

WHEREAS, the Code of Student Rights and Responsibilities (Code) should be periodically reviewed, as stated in Article IX: Interpretation and Revision, and

WHEREAS, the Code has been edited to address editorial changes to be in compliance with the Stop Campus Hazing Act, made official in December 2024.

WHEREAS, the revisions to the Springfield Campuses' Code have been reviewed by a wide constituency of university stakeholders.

NOW, THEREFORE BE IT RESOLVED that the attached Code of Student Rights and Responsibilities, as amended, be approved by the Board of Governors and become effective for the beginning of the 2025-2026 academic year.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

2025 Code Review Executive Summary

The last Code review was completed in the spring of 2023 and resulted in an approved Code for the fall 2023 semester.

In the spring 2025 semester, Gabby Catlin, Director of Student Conduct, Dr. Andrea Weber, Assistant Vice President of Student Affairs and Dean of Students, and Jeff Mitchell, Associate General Counsel reviewed the current Code of Student Rights and Responsibilities with the primary purpose of making editorial changes to be in compliance with the Stop Campus Hazing Act, made official in December 2024.

The Code Review Committee will be set for a wholistic review of the Code in the 2025-2026 Academic Year.

The following edits are reflected in a red-lined copy of the Code of Student Rights and Responsibilities, based on the following rationale.

Editorial:

The following edits are proposed to more accurately align with the current conduct process and procedures and the needs of the current student body.

Edits made:

- Expansion of the definition of Hazing in 4.5 in compliance with the Stop Campus Hazing Act.
- Changing the Office of Institutional Equity and Compliance to the Office for Institutional Compliance to be in compliance with federal and university directives.
- Changing Equity Investigator to Investigator in section 6.4 to be in compliance with federal and university directives.
- Changing “diverse” in section 2.4 to be in compliance with federal and university directives.

Definitions:

Several definitions were added to the Code to provide further clarification of the conduct process. Additionally, several definitions were edited to provide clarity and accuracy to the terms and roles.

- Edit to Student to expand the definition to include dual enrollment, non-degree seeking students, and students not currently enrolled, but living on campus for enrollment in the fall.
 - A review of our benchmark institutions showed most have more extensive definitions of a student and who the code applies to allowing for greater compliance across the campus population.
- Edit to student organizations to clarify the inclusion of intercollegiate athletic teams, intramural, and club sports teams. Also, to be in compliance with the Stop Campus Hazing Act.

**The Code of Student Rights and Responsibilities
of Missouri State University**

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The Code of Student Rights and Responsibilities of Missouri State University

Article I: Student Rights

- 1.1 The following enumeration of rights shall not be construed to deny or disparage other rights not in conflict with this Code of Student Rights and retained by Students in their capacity as members of the University Community or as citizens of the State or of the United States. This Code shall not be construed in any manner which might run counter to a reasonable construction of the Policies of the University and the direction of the Board of Governors; nor shall it be construed, interpreted, or applied in any manner which would seem detrimental to the privileges, purposes, aims, and goals of Missouri State University as a public institution of higher learning with a statewide mission in Public Affairs.
- 1.2 Federal and State constitutional guarantees of free inquiry, expression, and assembly are specifically restated as guarantees on this campus.
- 1.3 Students are free to pursue their educational goals and to have appropriate opportunities for learning in the classroom and on the campus as shall be provided by the University.
- 1.4 No conduct Educational Consequences may be imposed upon any Student without following minimal procedural due process, as described in Article VI of this Code.
- 1.5 Within the limits of its facilities, the University shall be open to all applicants who are qualified according to the admission requirements, which may be adopted and established from time to time. The University does not discriminate on the basis of race, color, national origin (including ancestry, or any other subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, or gender expression), age, disability, veteran status, genetic information or any other basis protected by applicable law in employment or in any program or activity offered or sponsored by the University.

1.6 Discussion and expression of all views relevant to the subject matter are permitted in the classroom subject only to the responsibility of the instructor to maintain order and a climate conducive to learning, within the stated goals and purposes of the University.

1.7 All Students shall have the right to be protected from prejudiced academic evaluations unrelated to academic performance based on the Student's views, opinions, political associations, organizational memberships, or the instructor's biases based on the character of the Student. Furthermore, all Students shall have the right to appeal a grade to the instructor, the department head, the college dean, and the Provost. All grade remedies under other existing policies shall be protected under this Code.

1.8 Discussion and expression consistent with the laws of the State and the United States, and in the manner, time, and place prescribed by University policy, are permitted within the institution. Support of any cause by orderly means is permitted, subject to the paramount rights of the University, the safety and rights of individuals, the protection of property, and the continuity of the educational process.

1.9 The University encourages expression of informative and differing viewpoints on issues and will support the presence on the campus of responsible persons representing various views. The University reserves the right to specify the conditions of time, place, and manner of speakers through the University's Expressive Activity Policy. See [G5.02 Expressive Activity Policy](https://www.missouristate.edu/policy/G5_02_ExpressiveActivity.htm) (https://www.missouristate.edu/policy/G5_02_ExpressiveActivity.htm).

1.10 Student Organizations may be established within the University for any lawful purpose. Affiliation with an extramural organization shall not, in itself, qualify or disqualify the University branch or chapter from institutional privileges. A group shall become a Student Organization when formally recognized by the University according to the procedures and regulations established by the Office of Student Engagement. No group may be so recognized or continue to be recognized if its purposes or programs are in conflict with this Code of Student Rights and Responsibilities or with the laws of the State or of the United States.

1.11 A Student Organization may distribute written material on campus without prior approval provided that such distribution is consistent with the policies of the University, including the University's [Advertising, Distribution, Solicitation, and Facilities Usage Policy](https://www.missouristate.edu/policy/Op1_01-commercial-advertising-sales-solicitation-facilities-usage-policy.htm) (https://www.missouristate.edu/policy/Op1_01-commercial-advertising-sales-solicitation-facilities-usage-policy.htm), and the applicable laws of the State and of the United States, and provided that it does not disrupt the operation of the University.

1.12 The Student press is to be free of censorship. The editors and managers shall not arbitrarily be suspended because of Student, Faculty, administration, alumni, or community disapproval of editorial policy or content.

1.13 All Students shall have the right to be represented in the Student Senate of the Student Government Association, and they further shall have all rights that constituents in democratic societies have including, but not limited to, the right of petition and recall of their representatives.

1.14 Students have limited rights of privacy while on University Premises, which extend to living quarters in residence halls. The following activities shall not be considered to impinge upon such rights of privacy: the entry of a room to provide maintenance inspections or repair services; entry when there is reasonable cause to believe that a health or safety issue exists; entry when there is reasonable evidence of a disruption of peace that substantially interrupts the daily operations of the residence hall and/or floor community; entry of a room when a Student permanently vacates the room; entry of a room when a Student vacates a room for a break period; the search of Student rooms by civil authorities in accordance with local, state, or federal laws; the removal of substances or property in violation of University policy or law during a routine health or safety inspection; the removal of substances or property in violation of University policy or law when in plain view; and the removal of substances or property in violation of University policy or law during a situation when a University Official, in the course of the Official's duties, believes an emergency situation exists which poses threat of harm to a member of the campus community or to University property. Students should not expect these limited rights of privacy to extend to computer accounts and electronic mail. The University

reserves the right to access Student files and accounts as a part of normal routine tasks and for the purposes of investigating alleged wrongdoing.

1.15 All Students shall have the right to have their academic and conduct records protected from unauthorized access by any person without the written consent of the Student involved, except as allowed by state and federal law.

1.16 All Students shall have the right to access, according to published University regulations and/or procedures, all University structures where Student fees or fines directly contribute to the upkeep of said buildings, except private offices and other areas where Student access could compromise privacy. These buildings shall include, but are not limited to, Plaster Student Union, Hammons Student Center, McDonald Arena, Meyer Library, Robert W. Plaster Stadium, Betty and Bobby Allison North Stadium, Betty and Bobby Allison South Stadium, Betty and Bobby Allison Recreational Fields, Betty and Bobby Allison Sand Volleyball Courts, Art Gallery, and Magers Health and Wellness Center.

1.17 All Students shall have the right to be secure from having these rights infringed upon by University administrators, Faculty, support staff, or fellow Students.

1.18 All Students have a right to be offered reasonable protection from retaliation, intimidation, and/or harassment. Students who believe they have experienced retaliation, intimidation, and/or harassment are encouraged to seek assistance from one of a number of campus resources. The Dean of Students Office, the Office of Student Conduct, the Office of the Title IX Coordinator and the Office ~~for of~~ Institutional ~~Equity and~~ Compliance all have staff and resources available to assist Students who believe they may be the victim of retaliation, intimidation, and/or harassment.

1.19 The University Community is a community of people with respect for diversity. The University emphasizes the dignity and equality common to all persons and adheres to a strict non-discrimination policy regarding the treatment of individual Faculty, staff, and Students. In accord with federal law and applicable Missouri statutes, the University does not discriminate on the basis of race, color, national origin (including ancestry, or any other

subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, gender expression, or any other subcategory of sex recognized by applicable law), age, disability, veteran status, genetic information, or any other basis protected by applicable law in employment or in any program or activity offered or sponsored by the University. Sex discrimination encompasses sexual harassment, which includes sexual violence, and is strictly prohibited by Title IX of the Education Amendments of 1972

Article II: Responsibilities

Missouri State University has a single purpose: to develop educated persons. It is thus committed to the search for knowledge. It recognizes that human curiosity explores unknown intellectual worlds as well as unknown physical worlds. In a world where knowledge can become outdated in less than a decade, the University is committed to the discovery and dissemination of knowledge that serves the future.

Educated persons are developed through the interaction of competent, caring Faculty and capable, motivated Students, supported by dedicated professional staff. It is assumed that the three components of the University, Faculty, Students, and staff, come together as a community in pursuit of the single purpose of the University. In joining this community, Students voluntarily assume certain responsibilities that are necessary for promoting the welfare of the community. Although no definitive list of responsibilities can ever truly be developed, the following represent the main responsibilities Students assume by becoming members of the University Community.

2.1 Academic integrity and honesty are the foundation of the University Community. Students are expected to practice academic integrity in all assigned work. Students are expected to be honest in all interactions with other Students, Faculty, and staff.

2.2 The University has the inherent right to promulgate appropriate rules and regulations for the orderly conduct of University business and the protection of the health and safety of the University Community. Students are expected to comply with all published and stated rules and regulations.

2.3 Members of the Faculty and staff have the authority to properly direct Student conduct in concert with the authority stated above. Students are expected to comply with directives of University Officials who are acting in performance of their duties. Students must comply with directives even when they disagree with the directives. A Student retains the right to appeal an issued directive through the administrative structure that exists for the Faculty or staff member who issued the directive, through established policies.

2.4 The search for knowledge can only take place within an atmosphere of open exchange. Open exchange can only take place in an environment of respect and civility. The University has an economically, culturally, and ethnically ~~varied~~ ~~diverse~~ population. Students are encouraged to respect differences of culture, lifestyles, and religions as well as to respect freedom of expression. Additionally, Students are encouraged to behave in a manner that is both respectful and civil.

2.5 The campus and its grounds, facilities, and equipment are provided largely by the people of the State of Missouri for the Students of the University. Students are expected to protect and guard these resources.

2.6 Individual compliance with University rules and regulations can only partially ensure a safe and orderly environment. Being a responsible member of the community also implies encouraging behaviors in others which are consistent with these rights and responsibilities, discouraging behaviors which are inconsistent, and taking positive action in the face of violations. Minimally, Students are expected to participate in the process of adjudicating violations of University expectations, rules, and/or regulations. This implies that Students will report violations for which they have knowledge and participate in the conduct process as necessary.

2.7 Good Citizen Policy. The welfare of our Students is of the highest importance to Missouri State University. There will be times when individual Students, both on and off campus, may be in critical need of assistance from medical or other professional personnel. Missouri State University hopes that these Students will seek help, and that other Students will respond to obtain the help that their fellow Student needs. To that end, Missouri State University intends to minimize any hesitation that Students might have in obtaining help due to concern that their own behavior might be a violation of University

policy. The University pursues a policy of limited immunity for Students who offer help to others in need. While policy violations cannot be overlooked, the University, to the extent possible, will consider the positive impact of reporting an incident on the welfare of Students when determining the appropriate response for University policy violations by the reporter of the incident. Any possible negative consequences for the reporter of the problem should be weighed against the possible negative consequences for the Student who needs intervention. At a minimum, Missouri State University suggests that a Student anonymously report any situation that would put the Student in need in touch with professional help. To report an incident, contact the Office of Student Conduct, Plaster Student Union, Room 405 (417-836-5527). Incidents may also be reported through the Office of Student Conduct's website: www.missouristate.edu/studentconduct.

2.8 Attending classes becomes a responsibility of Students when they are admitted to the University and for as long as they are in good standing. Students are expected to attend class in accordance with the rights and responsibilities afforded them by the University's [Attendance Policy \(Op3.04-7 Attendance Policy, https://www.missouristate.edu/policy/Op3_04_7_Attendance.htm\)](http://www.missouristate.edu/policy/Op3_04_7_Attendance.htm).

2.9 The primary interaction between Faculty and Students, which produces educated persons, is in the classroom in the individual course setting. Requirements of participation in classroom discussion and submission of written exercises are consistent with this document.

2.10 Pursuant to the University's [Class Disruption policy \(Op3.04-11 Class Disruption, https://www.missouristate.edu/policy/Op3_04_11_ClassDisruption.htm\)](http://www.missouristate.edu/policy/Op3_04_11_ClassDisruption.htm), the course instructor has original jurisdiction over the class and may deny a Student who is unduly disruptive the right to attend the class. Students are expected to master the course content in compliance with the syllabus of the course instructor. The Student is expected to comply with all reasonable directives of the course instructor. The course instructor may have a Student administratively withdrawn from a course upon showing good cause and with the concurrence of the department head. The appeals process in case of such administrative withdrawal shall be as stated in the [Grade Appeals and Academic Grievances \(https://www.missouristate.edu/registrar/catalog/graderev.htm\)](http://www.missouristate.edu/registrar/catalog/graderev.htm) policy.

2.11 Pursuant to the University's Non-Discrimination Policy Statement ([G1.05 Non-Discrimination Policy Statement](https://www.missouristate.edu/policy/g1_05_nondiscriminationpolicy.htm), https://www.missouristate.edu/policy/g1_05_nondiscriminationpolicy.htm), Students are not permitted to discriminate on the basis of race, color, national origin (including ancestry, or any other subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, gender expression, or any other subcategory of sex recognized by applicable law), age, disability, veteran status, genetic information, or any other basis protected by applicable law in connection with their activities as members of the University Community.

2.12 Students will be held responsible, pursuant to this Code, for the behavioral acts of their guests when such acts are in violation of the Code and occur on University Premises or in conjunction with University-sponsored or supervised activities.

Article III: Authority and Jurisdiction

3.1 The State of Missouri has delegated, by statute, authority for the governance of Missouri State University to the Board of Governors. This includes "full power and authority to adopt all needful rules and regulations for the guidance and supervision of the conduct of all Students while enrolled as such" and the authority to enforce obedience to those rules and regulations. It also has the power to delegate Student conduct authority.

3.2 Generally, jurisdiction and the conduct process will be limited to behavior which occurs on University Premises or at University-sponsored activities. Jurisdiction and the conduct process will apply to the conduct of Students, student groups, and Student Organizations which occurs off of University Premises when such conduct adversely affects the University, a member of the University Community or that reflects a clear disregard for the rights and responsibilities found herein.

3.3 Each Student will be responsible for complying with this Code from the time of application for admission through the actual awarding of a degree as well as during the academic year and during periods between terms of actual enrollment (even if their

conduct is not discovered until after a degree is awarded). The Code shall apply to a Student's conduct violation even though the conduct violation may have occurred before classes begin or after classes end. The Conduct Officer may choose to pursue conduct charges even if the Student withdraws from school while a conduct matter is pending.

Article IV: Proscribed Conduct

Any Student found by the University to have committed any of the following misconduct is subject to the Educational Consequences outlined in Article VII. The authority to determine if a specific act is subject to Educational Consequences shall be determined pursuant to the procedures set forth in this Code or University Policy, as applicable.

4.1 Non-Academic Acts of Dishonesty: Non-Academic Acts of Dishonesty are acts of dishonesty not related to the Student's academic performance. Non-Academic Acts of Dishonesty may include, but are not limited to, the following:

- a. Furnishing false information to any University Official, Faculty Member, or office, or the use or possession of any form of false identification.
- b. Forgery, alteration, or misuse of any University document, record, or instrument of identification.
- c. Tampering with the election of any Student Organization.

Acts of dishonesty that are related to a Student's academic performance, and any incident of alleged academic dishonesty committed by any Student at Missouri State University outside of the context of enrollment in any particular course, are not governed by this Code, but are instead governed by the Student Academic Integrity Policies and Procedures. This document is available in the Office of the Provost, at https://www.missouristate.edu/Policy/Op3_01_AcademicIntegrityStudents.htm and in the Office of Academic Affairs.

4.2 Disruption or obstruction of teaching, research, administration, conduct proceedings, other University activities, including its public-service functions on or off campus, or University-sponsored or supervised activities.

4.3 Discriminatory Harassment, which is unwelcome conduct directed toward another person or an identifiable group of persons on the basis of race, color, national origin (including ancestry, or any other subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, gender expression, or any other subcategory of sex recognized by applicable law), age, disability, veteran status, genetic information, or any other basis protected by applicable law, which is so severe, pervasive and objectionably offensive, and that so undermines and detracts from the person or identifiable group's education experience that the Student(s) are effectively denied equal access to the University's resources and opportunities. See Op 1.02-2 Discrimination Complaint and Investigation Procedures (<https://www.missouristate.edu/Policy/Op1-02-2-discrimination-complaint-and-investigation-procedures.htm>) For additional information regarding the Adjudication of allegations of discriminatory harassment, see Article 6.

4.4 Attempted or actual theft of and/or damage to property of the University or property of a member of the University Community or other personal or public property.

4.5 ~~Hazing, an act that endangers the mental or physical health or safety of a Student, or which destroys or removes public or private property, for the purpose of initiation or admission into, affiliation with, or as a condition of continued membership in a group or Student Organization. The express or implied consent of the Student will not be a defense to a violation of hazing. The willing participation or acquiescence of the Student subject to the hazing activity is no defense and is still a violation of this policy~~ Hazing is any act committed by a Student member, or Student members, of a Student Organization against another Student or Students that is (1) committed in the course of an initiation into, an affiliation with, or the maintenance of membership in, a Student Organization; and (2) causes or creates an unreasonable risk of physical or psychological injury including, but not limited to – (i) whipping, beating, striking, electronic shocking, placing of a harmful substance on someone's body, or similar activity; (ii) causing, coercing, or otherwise inducing sleep deprivation, exposure to the elements, confinement in a small space, extreme calisthenics, or other similar activities; (iii) causing, coercing, or otherwise

inducing another person to consume food, liquid, alcohol, drugs, or other substances; (iv) causing, coercing, or otherwise inducing another person to perform sexual acts; (v) any activity that places another person in reasonable fear of bodily harm through the use of threatening words or conduct; (vi) any activity against another person that includes a criminal violation of local, State, Tribal, or Federal law, and (vii) any activity that induces, causes, or requires another person to perform a duty or task that involves a criminal violation of local, State, Tribal, or Federal law.

Failure by a group's or organization's executive officers to intervene to prevent, discourage, and/or report hazing of which they are aware or reasonably should be aware also will be deemed a violation of this policy.

Participation, cooperation, or willingness of the Students to participate in the act subject to this provision is not an excuse for the violation.

Activities that can be reasonably expected to be encountered in the course of participation in the Student Organization (such as the physical preparation necessary for participation in an athletic team) are not in and of themselves acts of hazing.

4.6 Failure to comply with directives of University Officials or law enforcement officers acting in performance of their duties (including, without limitation, failure to comply with a no-contact directive) and/or failure to identify oneself to these persons when requested to do so.

4.7 Unauthorized possession, duplication, or use of keys or access cards/devices to any University Premises or unauthorized entry to or use of University Premises that have restricted access.

4.8 Violation of University policies, rules, or regulations including but not limited to: The University Catalogue, Policy and Ethics for Student Computer Use and Computer Network Use, The Guide to Residence Hall Living, and the Transportation Policy and Regulations available at <http://www.missouristate.edu/policy/> ("University Policy").

4.9 Violation of federal, state, or local laws and ordinances on University Premises or at University-sponsored or -supervised activities. Violations of federal, state or local laws and ordinances that occur off campus when the conduct adversely affects a member of the

University Community or the behavior reflects a clear disregard for this Code, State law, or Federal law.

4.10 Use, possession, or distribution of narcotics or other controlled substances, or related Paraphernalia, except as expressly permitted by Federal law or public intoxication on University Premises. Including the use of prescription medications without proper prescription or used counter to the directions of a valid prescription. Additionally, the misuse of any products for the purposes of obtaining a similar effect as illegal drugs.

Recommended minimum

Educational Consequences for a violation of this, Article 4.10 are outlined in 7.11.

4.11 Use, possession, or distribution of alcoholic beverages, or alcohol Paraphernalia (as defined in this Code) except as expressly permitted by the law and University regulations, or public intoxication on University Premises. Recommended minimum Educational Consequences for violations of the alcohol policy are outlined in 7.11.

4.12 Possession and/or use of firearms, fireworks, explosive weapons, and other weapons, as defined by University policy and Missouri law, on University Premises.

4.13 Tampering with fire alarms, extinguishers, and/or other safety equipment.

4.14 Participation in a campus demonstration which disrupts the normal operations of the University and infringes on the rights of the University Community; leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area; intentional obstruction which unreasonably interferes with freedom of movement, either pedestrian or vehicular, on University Premises or at a University sponsored or sanctioned event.

4.15 Obstruction of the free flow of pedestrian or vehicular traffic on University Premises or at University-sponsored or -supervised functions.

4.16 Unauthorized Surveillance: making unauthorized video or photographic images of a person in a location in which that person has a reasonable expectation of privacy, including, but not limited to, shower/locker rooms, residence hall rooms, and restrooms. Also prohibited is the intentional or knowingly viewing, storing, sharing, and/or other distribution of such unauthorized images by any means.

4.17 Unauthorized distribution of sexually explicit images, sharing, displaying, or otherwise distributing nude or sexually explicit images of another individual without that individual's consent, even if the image was lawfully made or taken with consent. The knowing or intentionally viewing of an image by a third-party when the third party knows or has reason to know that the subject of the image has not consented to such viewing or distribution is likewise a violation of this section.

4.18 Abuse of computing resources, including but not limited to:

- a. Sharing a University account password with others, allowing anyone else to use your account, or use someone else's account.
- b. Copying, sharing, uploading, downloading, sending, or knowingly receive copyrighted or trade/service marked materials without authorization.
- c. Fraudulently accessing and interfering with computer systems, resources, data, or other users.
- d. Examining, altering, or attempting to examine or alter another computer user's private files or electronic communications without authorization.
- e. Using or altering electronic communications to hide identity or impersonate another party.
- f. Disrupting, attempting to disrupt, or supporting the disruption of University or external information technology services, systems, or users.
- g. Violating Missouri State University's Acceptable Use and/or Computers/Networks Policies (for more information on these policies visit https://www.missouristate.edu/Policy/Op12_02_1_AcceptableUse.htm and https://www.missouristate.edu/Policy/Op12_02_3_Networks_and_Telecommunications.htm).

4.19 Physical Misconduct, including but not limited to:

- a. Inflicting bodily harm or unwanted physical contact upon any person.
- b. Taking any action for the purpose of inflicting harm upon any person.

4.20 Sexual Harassment as defined in the University's [Title IX Sexual Harassment Grievance Procedure Policy, Op 1.02-11](https://www.missouristate.edu/Policy/Op1-02-11-title-ix-sexual-harassment-grievance-procedure.htm) (<https://www.missouristate.edu/Policy/Op1-02-11-title-ix-sexual-harassment-grievance-procedure.htm>). **Note:** Unlike other prohibited conduct outlined in this Article IV, allegations of Sexual Harassment are processed through Op1.02-11, the University's Title IX Sexual Harassment Grievance Procedure Policy. As discussed in more detail below in Article 6, the Office of Student Conduct may address allegations of Sexual Harassment that do not meet the definition or jurisdictional requirements of the Title IX Sexual Harassment Grievance Procedure. Allegations of Sexual Harassment, as defined by Op.1.02-11 should be filed with the Title IX Coordinator, 901 S. National Ave., Springfield, Missouri 65897, 417-836-6810, titleix@missouristate.edu.

4.21 Abuse of the Conduct System, including but not limited to:

- a. Failure to obey the directives of a Conduct Officer or University Official.
- b. Providing false, distorted, or misrepresenting information before an adjudicator in a University process determining responsibility (e.g. Conduct Officer, University Official, Hearing Authority, and/or Decision Maker). .
- c. Disruption or interference with the orderly conduct of a conduct proceeding.
- d. Institution of a conduct proceeding knowingly without cause.
- e. Attempting to discourage an individual's proper participation in, or use of, the conduct system.
- f. Attempting to influence the impartiality of any member of a conduct proceeding prior to, during, and/or after a conduct meeting and/or hearing.
- g. Retaliation against any person participating in the conduct process.
- h. Failure to comply with Educational Consequences imposed following a conduct proceeding.

i. Influencing or attempting to influence another person to commit an abuse of the conduct system.

4.22 Violations of Missouri State University's Tobacco Use/Smoking Policy. This policy can be found online http://www.missouristate.edu/policy/op11_18_tobaccouse.htm.

4.23 Assisting, facilitating, or encouraging, through act or omission, any person or group with committing or attempting to commit a violation of this Code or Federal/State laws and regulations. Failure to leave or report a situation where any person is committing or attempting to commit a violation of this Code.

Article V: Violations of Law and University Conduct

5.1 University Student conduct proceedings may be instituted against a Student charged with conduct that potentially is a violation of both criminal law and this Code. Proceedings under this Code may be carried out prior to, simultaneously with, or following civil or criminal proceeding off-campus at the discretion of the Office of Student Conduct. Determinations made or Educational Consequences imposed under this Code shall not be subject to change because criminal charges were dismissed, reduced, or resolved in favor of or against the criminal law defendant. In cases involving potential criminal conduct the Office of Student Conduct, in conjunction with the Dean of Students and other appropriate University Officials, will determine whether law enforcement shall be notified.

5.2 When a Student is charged by federal, state, or local authorities with a violation of law, the University will not request or agree to special consideration for that individual because of their status as a Student. If the alleged offense is also the subject of a proceeding before a conduct body under the Code, or other University Policy, however, the University may advise off-campus authorities of the existence of University Policy and of how such matters will be handled internally within the University Community. The University will cooperate fully with law enforcement and other agencies in the enforcement of criminal law on campus and in the conditions imposed by criminal courts for the rehabilitation of Student violators. Individual Students, staff members, and Faculty

Members, acting in their personal capacities, remain free to interact with governmental representatives as they deem appropriate.

Article VI: Student Conduct Adjudication Process

The development of self-discipline is a goal of education, and the Student conduct process is intended to be educational in nature. The Student conduct Adjudication process described herein is designed to further the educational process; therefore, it is not comparable to, or a substitute for, jurisprudence under a criminal code. Therefore, formal rules of process, procedure, and/or technical rules of evidence, such as are applied in criminal or civil court, are not used in the Student conduct Adjudication process described in this Code. The Student conduct Adjudication process outlined below is designed to balance the rights and responsibilities of the Student or Student Organization accused of wrongdoing with the rights of the University Community, including but not limited to, the complaining Student or Student Organization, other Students, faculty, staff, and the public.

6.1 Subject to other University Policy, any member of the University Community may file a complaint against any Student or Student Organization for alleged violations of this Code. The complaint may be prepared in writing or notice may be given in another manner and directed to the Office of Student Conduct, which has been given responsibility of the administration of the University conduct system. Any complaint should be submitted as soon as is reasonably possible after the event takes place, but in any case, no longer than twelve (12) months from the date the person knew or should have known of the alleged violation. In most cases Students and Student Organizations will not undergo more than one conduct process within the University for the same incident.

6.2 Violations of Code Policies (other than violations of ([Op1.02-2](#) and [Op1.02-11](#))): After receiving an incident report or other indication of Code violations, the Office of Student Conduct, or their designee, may proceed as follows:

- a. Assign appropriate Conduct Officer

- b. Conduct Officer conducts an investigation of the allegations, or other validation of the allegations received.
- c. If appropriate, send a charge letter indicating:
 - 1. The sections of the Code or other University policies allegedly violated
 - 2. Date, time, and place the alleged violation occurred (if available)
 - 3. A concise summary of the alleged violation
 - 4. A list of witnesses (to be supplemented later if necessary)
 - 5. A date, time, and location for the Respondent to meet with the Conduct Officer. The Respondent's class schedule shall be consulted; the Respondent may ask the Conduct Officer for an alternate date and time to meet within the deadline listed in the letter. The decision to alter the meeting time and date is at the discretion of the Conduct Officer.

6.3 Alleged Violations of Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy (<https://www.missouristate.edu/Policy/Op1-02-11-title-ix-sexual-harassment-grievance-procedure.htm>). If the University receives an allegation of sex discrimination, including sexual harassment, the University will address such allegations through the Governing Policy and the Grievance Procedure Policy. The Conduct Officer will forward any allegations of sex discrimination to the appropriate Official as indicated in University Policy. Allegations of Sexual Harassment that fall within the scope of the Op1.02-11 will be handled entirely through that Policy, unless dismissed pursuant to that Policy.

6.4 Allegations of Discrimination Based on a Protected Class: All allegations and complaints of discrimination based on a protected class that fall outside of Op 1.02-11 either due to the jurisdictional limitations or due to a dismissal pursuant to that Policy will be investigated pursuant to [Op1.02-2 Discrimination Complaint and Investigation Procedures Policy](#). After completing an investigation, the **Equity** Investigator will prepare a document summarizing the investigation and the finding(s) from the investigation. Such document will be provided to the Office of Student Conduct. After receiving the document from the **Equity** Investigator, the Conduct Officer assigned to the complaint will proceed as follows:

- a. Prepare and send correspondence to the individual identified as the Respondent in the Investigative Report scheduling a conduct meeting where the assigned Conduct Officer will discuss the situation described in the document, the proposed charges against the

Respondent, the Educational Consequences proposed by the Conduct Officer, and the Respondent's position on responsibility. At this conduct meeting, the Respondent will be given the opportunity to review the document prepared by the Equity Investigator, Conduct Officer charges and give a summary of information to be presented as to allow preparation of refutation. The Respondent will be given the opportunity to review any materials referenced by the Equity Investigator in the document including but not limited to: audio recordings, and exhibits;

b. Answer questions and provide any necessary clarification of the Code and/or its procedures;

c. Discuss the Respondent's level of responsibility in the conduct situation. The Respondent may give additional information, present additional pertinent documents, or records pertaining to the incident, and present additional witnesses which were not provided during the investigative phase.

6.5 Unless otherwise required by other University Policy, the Office of Student Conduct will facilitate a conduct meeting, at which time the following matters may be discussed:

a. The Conduct Officer will go over the charges and give a summary of the information to be presented.

b. The Conduct Officer will answer any questions and provide any requested clarification of the Code and/or its procedures.

c. The Respondent may respond to the charges and provide any information the Respondent believes to be relevant in determining responsibility. The Respondent has the opportunity to present information, ask questions, present records, or documentation pertaining to the incident, present witnesses, and provide explanations to the Conduct Officer.

d. The Conduct Officer and the Respondent will discuss the Respondent's level of responsibility relating to the allegations and attempt to come to an agreement regarding responsibility (or lack of responsibility) and Educational Consequences as necessary. A Case Resolution Form (CRF) will be filled out by the Conduct Officer.

e. If the Respondent fails to attend the scheduled conduct meeting, the Conduct Officer may, at their discretion, conduct the meeting in the Respondent's absence and render a finding of responsibility or no responsibility. In these cases, the Conduct Officer will

complete a CRF and send a findings letter to the Respondent; the Respondent is responsible for fulfilling or upholding the Educational Consequences listed within the letter. The Respondent may appeal the conduct decision but must follow the appeals processes outlined in Article VIII of this document.

f. The Conduct Officer's determination will be made by a preponderance of evidence, on the basis of whether or not it is more likely than not the Respondent violated the Code of Student Rights and Responsibilities.

g. The Respondent may be accompanied by an Advisor. The Advisor may be an attorney but is not required to be an attorney. If the Respondent chooses to bring an Advisor, the Respondent must notify the Conduct Officer prior to the conduct meeting and identify the Advisor that will attend the conduct meeting. The Advisor will not be permitted to actively participate in any conduct meeting. In consideration of the limited role of Advisors and of the compelling interest of the University to expeditiously resolve allegations of violations of the Code, the work of a Conduct Officer will not, as a general practice, be delayed due to the unavailability of an Advisor. The responding Student or Student Organization is responsible for presenting their own information and, therefore, Advisors are not permitted to speak or to participate directly in any conduct meeting or hearing.

6.6 Where appropriate, following a conduct meeting, the parties may have a right to a hearing as set forth below:

- a. In cases where the Conduct Officer and the Respondent are unable to come to an agreement on responsibility and/or Consequence, or the Respondent fails to appear for the conduct meeting, and the Conduct Officer's chosen Consequence does not include any separation between the Student and the University (e.g. 7.1h, 7.1k, 7.1l, 7.1m, 7.1n, 7.1o, or 7.1p), then the finding of the Conduct Office will be applicable, unless the Respondent submits an appeal to the Dean of Students pursuant to Article VIII below.
- b. In cases where the Conduct Officer and the Respondent are unable to come to an agreement on responsibility and/or Consequence, and the Conduct Officer's chosen Consequence includes a Consequence separating the Student from the University (e.g. 7.1h, 7.1k, 7.1l, 7.1m, 7.1n, 7.1o, or 7.1p), the Respondent shall have the right to request a hearing in front of a Hearing Authority.

- c. In cases where the Respondent fails to appear for the conduct meeting and the recommended Consequence includes separation between the Student and the University (e.g., 7.1h, 7.1k, 7.1l, 7.1m, 7.1n, 7.1o, or 7.1p) the Conduct Officer will designate an entry of not responsible and set up a hearing with a Hearing Authority.

6.7 Any hearing conducted pursuant to the Code shall be conducted in order to provide a fair opportunity for hearing of every participant's position, explanations, and information according to the following guidelines:

- a. In matters concerning hearings and where the Director of Student Conduct is not serving in a Hearing Authority capacity, the Director of Student Conduct and/or Office of Student Conduct Staff will assist both the Respondent and the Complainant in understanding the hearing process.
- b. Hearings will be conducted in private. Only individuals serving a defined purpose or otherwise approved by the Hearing Authority will be allowed to participate (e.g., complaining and responding Students, identified witnesses, Advisors to participants, and/or Emotional Support Persons), and only to the extent necessary for that defined role. .
- c. The parties to a hearing must each inform the Office of Student Conduct of witnesses who they intend to have provide information at the hearing at least five (5) business days in advance of the hearing. The Hearing Authority may determine that there are other relevant persons who know information about the situation and invite them to participate in the hearing to share their information.
- d. The Hearing Authority may cause to be removed from the hearing any person who disrupts or impedes the hearing, or who fails to adhere to the rulings of the Hearing Authority.
- e. Unless prior arrangements have been approved by the Hearing Authority, the complaining party should appear as part of the Conduct Officer's presentation of charge(s) before the Hearing Authority.
- f. If the Respondent has been properly notified of the hearing, but fails to appear, the hearing may take place in the Respondent's absence and the findings and Educational

Consequences will be binding on the Respondent, subject to the Respondent's right to appeal pursuant to Article VIII.

g. In hearings involving more than one accused Student or Student Organization, the Hearing Authority, at their discretion, may decide to separately conduct the hearings concerning each Student or Student Organization.

h. Both parties to a hearing have the right to be assisted by an Advisor of their choosing, and at their own expense. A party is allowed only one (1) Advisor, unless otherwise approved by the Hearing Authority. The party's Advisor may be an attorney. Participants are each responsible for presenting their own information, and, therefore, Advisors are not permitted to speak or to participate directly in any hearing. It is the responsibility of the participants to notify the Office of Student Conduct of the identity of their Advisor no later than five (5) business days in advance of the hearing date.

i. In consideration of the limited role of Advisors and of the compelling interest of the University to efficiently resolve allegations of violations of the Code, the work of a Hearing Authority will not, as a general practice, be delayed due to the unavailability of an individual's Advisor.

j. Presenting information and rebutting information presented at a hearing are rights available to both parties. However, certain circumstances may make it prudent to limit either party from submitting direct questions to a witness or participant. Therefore, at the discretion of the Hearing Authority, all questions may be submitted in writing to the Hearing Authority to ask the questions on the parties' behalf. Only those questions appropriate and relevant will be allowed by the Hearing Authority.

1. There may be circumstances in which participants to a hearing may request that individuals are visually blocked from view during the hearing. Such a request will be evaluated on a case-by-case basis by the Hearing Authority. If such a request is granted, every effort will be made to ensure that all parties have the ability to present questions to any individual, regardless of that individual being physically present or visible.

k. It is the responsibility of the person desiring the presence of a witness before a hearing to ensure the witness appears. Because experience has demonstrated that the actual appearance of an individual is of greater value than a written statement, the latter is discouraged and should not be used unless the individual cannot reasonably be expected to appear. Any written statement must be dated, signed, and include verification that the individual submitting the statement is in fact the author of the statement (e.g., notarized, signed in front of a University Official). The work of the Hearing Authority will not, as a general practice, be delayed due to the unavailability of a witness.

l. The Hearing Authority may accept for consideration all information which reasonable persons would accept as having relevance to the allegations. Unduly repetitious, personally abusive information, or evidence overly extraneous to the charges under consideration should be excluded.

m. Pertinent records, exhibits, and written statements may be accepted as evidence for consideration at the discretion of the Hearing Authority. The Office of Student Conduct must receive such pertinent records, exhibits, and written statements at least five (5) business days prior to a hearing for a party to include such evidence in the hearing, unless as otherwise allowed by the Hearing Authority. All parties will be allowed similar and timely access to materials introduced during a hearing.

n. All procedural questions during the hearing are subject to the final decision of the Hearing Authority.

o. The Hearing Authority will conduct deliberations in private as to a Respondent's responsibility. The Hearing Authority shall determine whether the Respondent has violated each of the charged sections of the Code.

p. The Hearing Authority's determination shall be made on the preponderance of evidence, on the basis of whether it is more likely than not the Respondent violated the Code.

q. The Hearing Authority will conduct separate deliberations in private as to the appropriate Educational Consequences for those violations it has determined the Respondent has violated. The Hearing Authority will entertain recommendations from both parties as to appropriate Consequence(s). A Respondent's past violations and Educational Consequences (including past violations and Educational Consequences that occurred at any of the University's campuses or at another institution of higher education) may be relevant and considered when determining action or appropriate Educational Consequences.

r. Any participant in a hearing who has a disability and requires accommodation in order to fully participate in the hearing should arrange accommodations from the Disability Resource Center in advance of the hearing.

6.8 A digital recording of all hearings will be recorded by the Office of Student Conduct and the Hearing Authority. The recording shall be the property of the University. No other

party will be allowed to make a separate recording of any type. Both parties to the proceeding will have access to inspect the digital recording, at the office and the discretion of the Office of Student Conduct, and pursuant to the restrictions applied by the Office of Student Conduct and this Code.

6.9 The Hearing Authority will provide the parties CRF which will outline the Hearing Authority's finding on responsibility and Educational Consequences. The CRF will also include a written summary of the Hearing Authority's rationale for its finding of responsibility and Educational Consequences. Following completion of a CRF, the Respondent will receive an Office of Student Conduct outcome letter, summarizing any charges and Educational Consequences resulting from the conduct Adjudication process.

6.10 Except in the case of a Student or Student Organization charged with failing to obey the summons of a Hearing Authority or University Official, no Student or Student Organization may be found to have violated the Code solely because the Student or Student Organization failed to appear for a hearing. In all cases, the information in support of the charges shall be presented and considered.

6.11 The University records of a Student may be placed on a hold under this Code when a Student:

- a. Is given sufficient notice to respond to a letter of conduct charges and fails to respond.
- b. Does not fulfill a conduct Consequence within the deadline established by a Hearing Authority or by agreement with a Conduct Officer.
- c. Has received a Consequence that prohibits future enrollment.
- d. Has indicated a criminal charge or conviction on the application for admission and must provide requested information to the Dean of Students that is relevant to reaching an admissions decision.
- e. Has been summoned by the Dean of Students, Office of Student Conduct staff, or a designee for a meeting concerning the Student's alleged misconduct and will not comply with the request.

6.12 The purpose of a hold is to compel a Student to fulfill an obligation to the Dean of Students Office (including the Office of Student Conduct). A Student Life (SL) hold on records denies the Student the right to register for future classes or change class registration until cleared by the Office of Student Conduct Staff, Conduct Officer, or Dean of Students. A hold on records will be removed by the Office of Student Conduct when the Student fulfills the required conditions. A Student may request the temporary removal of holds under this section for registration purposes only. Such request must be in writing and directed to the Office of Student Conduct.

6.13 Through the course of the conduct process, the University will maintain records relating to an individual's participation in the conduct process. This conduct file, including the outcome of a conduct meeting or a hearing and the Educational Consequences imposed, are educational records, and are protected from release under the Family Educational Rights and Privacy Act (FERPA), except as otherwise required or permitted by law.

a. The Office of Student Conduct will facilitate the disclosure of the Student's conduct file upon written request. In order to request a copy of the conduct file an individual (or their next of kin) should submit a request to the Office of Student Conduct.

b. Following receipt of an acceptable written request, the Office of Student Conduct will release a redacted version of the Student's conduct file. Such redaction will still include the name of the Respondent party, the charges pursued in the conduct process, and any Consequence imposed against the Respondent.

c. Conduct records of Student Organizations may be requested through the University's Custodian of Records office
(<https://www.missouristate.edu/internalaudit/cusodian-of-records.htm>).

Article VII: Educational Consequences

7.1 In the discretion of the Conduct Officer or Hearing Authority, the following Educational Consequences may be imposed upon any Student or Student Organization found to have violated any provision of this Code:

a. **Warning** – A notice in writing to the Student or Student Organization that the Student or Student Organization is violating or has violated institutional regulations.

b. **Loss of Privileges** – Denial of specified privileges for a designated period of time.

c. **Fines** – Fines may be imposed consistent with the schedule of fines adopted by the Board of Governors.

d. **Restitution** – Compensation for loss, damage, or injury. This may take the form of appropriate service and/or monetary or material replacement.

e. **Discretionary Consequences**– Work assignments, service to the University, or other related discretionary assignments which may include, but are not limited to, an apology, restriction upon privileges, a research paper or written statement, evaluation for alcohol/drug abuse, completion of University programming, or other Educational Consequences deemed appropriate.

f. **Level One Probation** – Is imposed for a specific period of time and affects the Student or Student Organization's good standing in the University. While on Level One Probation, the Student may be declared ineligible to campaign for or hold office or other leadership roles in a Student Organization or represent the University in any intercollegiate activity. If found responsible for a violation of the Code while on Level One Probation, this may result in suspension or dismissal.

g. **Level Two Probation** – Is imposed for a specific period of time and affects the Student or Student Organization's good standing in the University. While on Level Two Probation the Student shall be declared ineligible to campaign for or hold office or other leadership roles in a Student Organization. The Student or Student Organization shall not represent the University in any University sponsored activity or position. While on Level Two Probation Students and Student Organizations are prohibited from participating in the Educational Abroad program, attending conferences on behalf of the University, or representing the University at an official function, event, or intercollegiate competition as a player, manager, or Student coach. If found responsible for a violation of the Code while on Level Two Probation, it may result in separation from the University (e.g., denial of privilege to reenroll, suspension, or dismissal) at the discretion of the Conduct Officer.

h. **Denial of Privilege to Re-enroll** – This places the Student on Level Two Probation, permits the Student to complete the current semester barring further violations, but prohibits the individual from enrolling for a defined period of time, after which the Student is eligible to return. Conditions for readmission may be specified. While prohibited from

enrolling, the Student is denied access to University owned or leased grounds, facilities, and vehicles, and all University planned, promoted, or sponsored activities. In the case where a Student is a member of a Student Organization, the Student is prohibited from attending the Student Organization's activities on or off-campus. A hold is placed on the Student's records.

i. **University Housing Probation** – Probation is for a specified period of time and includes the probability of suspension or expulsion from University Housing if the Student is found to be in violation of University Policy during the probationary period.

j. **Parental Notification** – The Family Educational Rights and Privacy Act (FERPA) permits an institution of higher education to disclose to parents or legal guardians the results of conduct hearings if the Student is less than 21 years of age and has been found responsible for violating campus rules regarding the use or possession of alcohol or a controlled substance. Parents or guardians of Students under the age of 21 may be notified of all violations of University narcotic or other controlled substance policies (Article 4.10) and those alcohol violations (Article 4.11) that result in an assessment for chemical dependency, residence hall probation, or a more severe Consequence, as allowed under FERPA regulations.

k. **University Housing Suspension** – Separation of the Student from occupancy in University Housing for a defined period of time, after which the Student is eligible to return. Conditions for readmission may be specified. The Student may be denied access to dining facilities connected to University Housing during the suspension. A permanent conduct record is maintained.

l. **University Housing Expulsion** – Permanent separation of the Student from University Housing. The Student shall be permanently denied access to occupancy in University Housing, and access to all University Housing (including dining facilities connected to University Housing). A permanent conduct record is maintained.

m. **Suspension** – Separation of the Student from the University for a defined period of time, after which the Student is eligible to return. Conditions for readmission may be specified. While on suspension, the Student is denied access to University owned or leased grounds, facilities, equipment, computer networks, and vehicles, and all University planned, promoted, or sponsored activities. In the case where a Student is a member of a Student Organization, the Student is prohibited from attending the Student Organization's activities on or off campus. An SL (Student Life) hold is placed on the Student's records. A permanent conduct record is maintained.

n. **Dismissal** – Permanent separation of a Student from the University. When dismissed, a Student is denied access to University owned, or leased grounds, facilities, and vehicles, and all University planned, promoted, or sponsored activities. In the case where a Student is a member of a Student Organization, the Student is prohibited from attending any Student Organization activity. There is a permanent SL hold on the Student's records. A notation is made on the Student's permanent academic record with removal resulting only from action by the President of the University. A permanent conduct record is maintained.

o. **Revocation of Admission and/or Degree** – Admission to or a degree awarded from the University may be revoked for fraud, misrepresentation, or other violation of University standards in obtaining admission or the degree, or for other serious violations committed by a Student prior to graduation.

p. **Withholding Degree** – The University may withhold awarding a degree otherwise earned until the completion of the process set forth in this Code, including the completion of all Educational Consequences assigned, if any.

7.2 More than one of the Educational Consequences listed above may be assigned for any single violation.

7.3 Other than dismissal, 7.1n, conduct Educational Consequences shall not be made part of the Student's permanent academic record, but shall become part of the Student's confidential conduct record, which will be maintained in a specified area of the Dean of Students Office and shall be subject to the restrictions of the Family Educational Rights and Privacy Act (FERPA). Conduct records are maintained in the Office of Student Conduct for seven (7) years from imposition of the most recent Consequence, except in cases where the Consequence is residence hall expulsion, suspension, and dismissal. Residence hall expulsion and suspension cases will be kept as a permanent conduct record but will not be noted on the academic transcript. Cases of dismissal are permanent and, unlike other conduct records, appear as a notation on the academic transcript. The Conduct Records Policy is in compliance with the state's Records Retention Schedule. All conduct records concerning Student Organizations are maintained permanently for archival purposes.

7.4 Conduct cases that are incomplete, due to factors such as the Student's not responding to conduct charges or not fulfilling an Educational Consequence, remain a

conduct record until required actions are completed by the Student. Registration for subsequent terms or the conferral of academic degrees may be withheld pending the resolution of allegations of Student misconduct.

7.5 In addition to the Educational Consequences set forth in Article 7.1, the following Educational Consequences may be imposed upon Student groups or Student Organizations following a finding of responsibility for a conduct violation:

a. **Revocation of University Recognition** – Loss of all privileges, including University recognition, for a specified period of time. Conditions for recognition may be imposed.

b. **Dismissal** – permanent revocation of University recognition.

c. **Educational Program** - Program facilitated by the chapter, regional/National/International Headquarters, or relevant campus partner designed to address specific topics as deemed appropriate by the Conduct Officer.

7.6 **Temporary or Provisional Orders** – In addition to the authority granted in Article 2.3 of this Code, the Dean of Students is empowered to impose temporary or provisional orders to preserve the status quo or to prevent the potential endangerment of persons or property. Such temporary or provisional orders are not intended to replace the University's conduct Adjudication process. Generally, such orders should be limited to those circumstances where the Dean has good cause to believe that the Student or Student Organization, or the Student or Student Organization's behavior, poses a threat to the status quo of the University Community or member(s). A Student or Student Organization shall receive a written copy of the order, which specifies the conditions of the order, the duration of the order, the Consequence for violation of the order, and how the record of the order will be maintained.

a. **Student Organization Interim Suspension** – In certain circumstances, The Dean of Students, or Conduct Officer, may impose a temporary order for an interim suspension for a Student Organization prior to a conduct meeting or hearing for the purpose of protecting University Community members, personnel, or University property, and/or the community at large. During the interim suspension, the Student Organization shall be denied access to University meeting spaces, intramural leagues, and social activities. The Student Organization may not hold elections, give bids to new members/pledges, or initiate members.

b. A Student or Student Organization receiving a temporary or provisional order may seek relief from the Vice President for Student Affairs. The Student or Student Organization shall request relief in writing. Upon review, the Vice President can affirm the order, amend the conditions of the order, or remove the order.

7.7 **Student Interim Suspension** – In certain circumstances, the University may impose a University or residence hall suspension prior to a hearing before a Hearing Authority or other University Adjudication (e.g. Title IX Grievance Process). Interim Suspension may be imposed only:

- a. To ensure the safety and well-being of members of the University Community or preservation of University property
- b. To ensure the Student's own physical or emotional safety and well-being
- c. If the Student has violated a provisional order put into effect to ensure the safety and well-being of members of the University Community or preservation of University property;
- d. If the Student poses a threat of disruption of, or interference with, the normal operations of the University;
- e. Following an individualized safety and risk analysis in which the Dean of Students determines that based on the allegations of sexual harassment, there is an immediate threat to the physical health or safety of any Student or other individual.

7.8 During the interim suspension, the Student shall be denied access to the residence halls and/or to the campus (including classes) and/or computing and networking facilities and resources and/or all other University activities or privileges for which the Student might otherwise be eligible, as the Dean of Students or Conduct Officer may determine to be appropriate. The Student should be notified in writing of this action and the reasons for the interim suspension. The notice should include the date, time, and place of a subsequent interim suspension meeting at which the Student may show cause why their continued presence on the campus does not constitute a threat or may contest whether a campus policy was violated. Consistent with this Code, the Student may be accompanied by an Advisor.

7.9 Violations of University drug and alcohol policies are cumulative over the duration of a Student's tenure at the University and a schedule of minimum Educational

Consequences will be assigned. **A schedule of fines will be approved yearly by the Board of Governors and placed on the Office of Student Conduct website:**
<https://www.missouristate.edu/StudentConduct/21933.htm>.)

a. Use or Possession of Marijuana:

First Violation: Fine; participation in a University approved drug education program (including an online module); and 2 reflection papers.

Second Violation: Participation in a University approved drug assessment and education program, University Housing probation for one (1) year; and/or Level 1 probation for a period of one (1) year; and Parental notification, as allowed under FERPA regulations.

Third Violation: Separation from the University for one semester (e.g., suspension, or denial of privileges to re-enroll) and parental notification, as allowed under FERPA regulations. Prior to re-admittance, the Student will be required to meet with the Dean of Students (or designee) to discuss and demonstrate readiness to be at the University. The Student may be asked to submit documentation of successful substance abuse treatment. Students readmitted after a Fourth Violation will not be eligible for University Housing.

b. Use or Possession of a Controlled Substance Other Than Marijuana:

First Violation: Fine; parental notification, as allowed under FERPA regulations, Level Two Probation for a period of two years; and any additional Consequence as deemed appropriate by the Conduct Officer.

Second Violation: Separation from the University for one year (e.g. suspension or denial of privileges to re-enroll) and parental notification, as allowed under FERPA regulations.

c. Possession of a Controlled Substance with Intent to Sell or Distribute:

First Violation: Dismissal from the University.

d. Use, Possession, or Distribution of Alcohol:

First Violation: fine; participation in a University approved alcohol education program (including an online module); and 2 reflection papers.

Second Violation: fine; participation in a University approved alcohol assessment and education program; at least fifteen (15) hours of approved community service; University Housing probation for one (1) year; and/or Level One probation for a period of one (1) year; Parental notification, as allowed under FERPA regulations.

Third Violation: Parental notification, as allowed under FERPA regulations; University Housing suspension; a University approved assessment for chemical dependency; Level Two Probation for a period of one year; and a fine.

Fourth Violation: Separation from the University (e.g., suspension or denial of privileges to re-enroll) for one semester. Prior to re-admittance, the Student will be required to meet with the Dean of Students (or designee) to discuss and demonstrate readiness to be at the University. The Student may be asked to submit documentation of successful substance abuse treatment. Students readmitted after a Fourth Violation will not be eligible for University Housing.

e. Possession of Alcohol/Drug Paraphernalia:

First Violation: warning and removal of Paraphernalia item.

Second Violation: paper and removal of Paraphernalia item.

Third Violation: Parental notification, as allowed under FERPA regulations; University Housing probation; and removal of item.

Fourth Violation: University Housing suspension (e.g. suspension or denial of privileges to re-enroll) for one semester. Prior to re-admittance, the Student will be required to meet with the Dean of Students (or designee) to discuss and demonstrate readiness to be at the University.

Article VIII: Appeals

8.1 Within five (5) business days of issuing the Office of Student Conduct's outcome letter, the Complainant or the Respondent may appeal the decision of the Conduct Officer or Hearing Authority by submitting a request for appeal to the Dean of Students through the Office of Student Conduct's website available at the following [link](#). Subject to Article 8.6, the Dean of Students may choose a designee to review an appeal.

8.2 Except as required to explain the basis of new information, an appeal shall be limited to review of the verbatim record of the initial hearing and supporting documents for one or more of the following two (2) bases:

a. Procedural Error: To determine whether the original hearing was conducted fairly in light of the charges and information presented, and in conformity with prescribed procedures giving the Complainant a reasonable opportunity to prepare and present information that

the Code was violated and giving the Respondent a reasonable opportunity to prepare and to present a rebuttal of those allegations.

b. New Information: To consider new information, sufficient to alter a decision, or other relevant facts not brought out in the original hearing, because such information and/or facts were not known to the person appealing at the time of the original hearing.

8.3 In the event the Student or Student Organization appealing a decision, or a Consequence wishes to review the verbatim recording of the hearing, they may make application to the Office of Student Conduct. The verbatim record will remain in the possession of the University during the review. Under no circumstances will a copy of the recording be released. The period for appealing the decision of the Hearing Authority will not be extended for purposes of reviewing the verbatim record.

8.4 In the event a verbatim recording is not available due to mechanical failure or otherwise, the absence of the verbatim record shall not, in itself, be cause for appeal. In such cases the Office of Student Conduct staff will provide the hearing record, which will be considered sufficient for review by an Appeal Authority.

8.5 The Appeal Authority reviewing the appeal may do any of the following:

- a. Remand the matter to the original Hearing Authority for re-opening of the hearing to allow consideration of the original determination and/or Consequence(s).
- b. Affirm the finding of responsibility or no responsibility.
- c. Reverse the finding of responsibility or no responsibility.
- d. Deny the appeal because it does not fall within the parameters of or comply with the requirements set forth in this Code.

8.6 In cases where the Consequence is Dismissal, the President of the University will be designated as the Appellate Authority.

8.7 The Students' right to appeal ends at the Appellate Authority.

Article IX: Interpretation & Revision

9.1 Any question of interpretation regarding the Code shall be referred to the Dean of Students or their designee for final determination, subject to appeal to the Vice President for Student Affairs.

9.2 The Code should be reviewed periodically under the direction of the Director of Student Conduct. In all cases, review of this document should be done by bodies which include Students appointed by the Student Government Association.

9.3 Changes in the Code which are editorial in nature and do not affect the fundamental nature of the document, or are required to insure the Code is consistent with state or federal law, can be made by the Dean of Students and become effective upon approval by the President of the University.

9.4 Substantive changes recommended for the Code as a result of the review process shall be submitted to the Board of Governors for approval and adoption.

Article X: Definition of Terms

For purposes of this Code, the following terms have the following meaning:

10.1 **"Academic Dishonesty"**: Any one of the following acts constitutes academic dishonesty:

a. **Cheating**: The term "**cheating**" refers to using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

b. **Fabrication**: The term "**fabrication**" refers to unauthorized falsification or invention of any information (including research data) or any citation in any academic exercise.

c. **Facilitating academic dishonesty:** Assisting or attempting to assist another to violate any provision of the Academic Integrity Policy, whether or not that action is associated with any particular course, is considered academic dishonesty.

d. **Plagiarism:** The term "**plagiarism**" includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work or sections of a work of another person without full and clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials, including material taken from or ordered through the Internet.

10.2 The term "**Adjudication**" means the process of reaching a determination of responsibility and Educational Consequences under this Code.

10.3. The term "**Advisor**" refers to a person accompanying the Complainant or the Respondent to a conduct meeting or hearing. The Advisor is there to provide advice and procedural support to the Student or Student Organization, not to participate in the conduct meeting or hearing. Parties are allowed one (1) Advisor in a conduct meeting or hearing.

10.4 The term "**Appeal Authority**" means any person authorized by the Dean of Students to consider an appeal from a Conduct Officer and/ or a Hearing Authority's determination that a Student has violated the Code or from the Educational Consequences assigned by the Conduct Officer and/or Hearing Authority.

10.5 The term "**Business Day**" means any day in which University offices are open, regardless as to whether classes are in session.

10.6 The term "**Code**" refers to the Code of Student Rights and Responsibilities.

10.7 The term "**Complainant**" refers to any member of the University Community who files a complaint for charges against a Student or Student Organization.

10.8 The term "**Conduct Advisor**" means a University Official authorized to serve in an advisory role in a hearing to the Conduct Officer.

10.9 The term "**Conduct Officer**" means a University Official authorized by the Dean of Students to recommend Educational Consequences for Students found to have violated the Code. The Dean may authorize a Conduct Officer to serve simultaneously as a Conduct Advisor and the sole member or one of the members of a Hearing Authority.

Nothing shall prevent the Dean from authorizing the same Conduct Officer to recommend Educational Consequences in all cases.

10.10 For the definition of “**Consent**” and other terms related to sexual violence, as well as further explanation of University policy, see [Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy \(https://www.missouristate.edu/Policy/Op1-02-11-title-ix-sexual-harassment-grievance-procedure.htm\)](https://www.missouristate.edu/Policy/Op1-02-11-title-ix-sexual-harassment-grievance-procedure.htm).

10.11 The “**Dean of Students**” is that person designated by the University to be responsible for the administration of the Code.

10.12 The term “**Educational Consequence**” refers to the outcomes or terms that a Student must fulfill in the event they are found responsible for policy and/or Code violations. Educational Consequences are designed to promote Student learning and behavioral change in future decision making.

10.13 The term “**Emotional Support Person**” refers to an individual accompanying a participant to a hearing. The Emotional Support Person is there to provide emotional support to the individual and may not participate in the hearing beyond while a participant is being questioned.

10.14 The term “**Explosive Weapons**” means any explosive, incendiary, or poison gas bomb or similar device designated or adapted for the purpose of inflicting death, serious physical injury, or substantial property damage, or any device designed or adapted for delivering or shooting such a weapon.

10.15 The term “**Faculty Member**” or “**Faculty**” means any person hired by the University to conduct classroom or other learning/teaching activities.

10.16 The term “**Firearms**” means any weapon that is designed or adapted to expel a projectile by the action of an explosive.

10.17 The term “**Hearing Authority**” means any person authorized to determine whether a Student has violated the Code and to recommend Educational Consequences. The Hearing Authority will uphold the order, process, policies, and procedures of a hearing.

10.18 The term “**Hearing Authority Advisor**” means a University Official authorized to serve in an advisory role to the Hearing Authority during a hearing. The Hearing Authority Advisor will advise the Hearing Authority as they uphold the order, process, policies, and procedures of a hearing.

10.19 The terms “**May**” and “**Should**” are used in the permissive sense.

10.20 The term "**member of the University Community**" includes any person who is a Student, Faculty Member, University Official, or any other person employed by the University. A person's status in a particular situation shall be determined by the Dean of Students.

10.21 The terms "**Must**" and "**Shall**" are used in the imperative sense.

10.22 The term "**Student Organization**" means any formally recognized student group receiving benefits of University recognition and support, including but not limited to social fraternities; sororities; intercollegiate athletic teams; and intramural and club sports teams~~number of persons who have complied with the formal requirements for official University recognition and registration. Including but not limited to social fraternities and sororities.~~

10.23 The term "**Other Weapons**" is to include, but not be limited to, a blackjack, switchblade knife, other than an ordinary pocketknife with no blade more than two inches in length, brass knuckles, and projectile weapon such as a bow, crossbow, pellet gun, slingshot, or any other weapon as defined by Missouri law.

10.24 The term "**Paraphernalia**" includes any object that: i) contains the residue of alcohol or of an illegal drug, ii) is manufactured or sold for the consumption of alcoholic beverages or an illegal drug; or iii) is designed for the rapid consumption of alcohol. Examples of Paraphernalia under this definition include, but are not limited to, a marijuana pipe or bong, blow tube, a beer bong, and empty beer cans, liquor bottles, or empty case of beer.

10.25 The term "**Respondent**" refers to any Student or Student Organization of the University Community who is alleged to have violated the Code or who is charged with violation of the Code.

10.26 For purposes of the Code the term "**Student**" includes all persons enrolled in courses offered by Missouri State University, to persons who have been notified of their acceptance for admission, and persons who are living in Missouri State University residence halls, even if not presently enrolled at the institution~~The Code of Student Rights and Responsibilities also applies to persons who withdraw or graduate after allegedly violating the Code of who are not enrolled for a particular term but have an apparent continuing relationship with the University. A "continuing relationship" may include, but is not limited to, students enrolled in a previous semester and registered or otherwise indicating intent to register for a future period of enrollment, or a student accepted for admission who has indicated intent to attend in a future period of enrollment. who have been notified of their acceptance for admission, and for whom the University maintains~~

~~education records or personally identifiable information or and who is or who has been in attendance at the University. University. This includes those pursuing a degree from both full-time and part-time graduate or undergraduate programs, certificate programs, other educational programs, and individuals seeking degrees from other institutions. It also includes anyone on University premises for any purpose related to registration for enrollment.~~

10.27 The term "**University**" means Missouri State University.

10.28 The term "**University Community**" means Missouri State University Students, Faculty, and staff.

10.29 The term "**University Premises**" includes all land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University.

10.30 The term "**University Official**" includes any person employed by the University performing assigned administrative or professional responsibilities. This term specifically includes residence hall Resident Assistants and Graduate Assistants.

III.G.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 510-25
Approval of Actions Concerning
Nonacademic Employees

BE IT RESOLVED by the Board of Governors for Missouri State University that the actions indicated for non-academic employees, as itemized below, are hereby approved.

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Jose Mercado	Custodian I WP Facility Operations	21	\$31,200 Annually	05/06/2025
Toby Rens	Head Athletics Coach, Women's Volleyball WP Athletics and Community Engagement	UN	\$60,000 Annually	05/19/2025
Emilie Brotherton	Support Coordinator WP ASCEND (10-month position)	42	\$41,500 Annually	08/01/2025
Sheila Sparks	Support Coordinator WP ASCEND (10-month position)	42	\$41,500 Annually	08/01/2025

RETIREMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Michael Gwaltney	Groundskeeper-General Maintenance Worker WP Facility Operations	07/01/2025

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

III.G.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS FACULTY POLICIES NO. 26-25
Approval of revisions to the MSU-West Plains
Faculty Handbook, concerning sections 3.1 through
12.1 and Bylaws and Constitution of the current
edition

WHEREAS, the following resolution to the MSU Board of Governors was submitted by the chair of the MSU-WP Faculty Handbook Committee. During the past academic year, the MSU-WP Faculty Senate has voted on and approved the various revisions contained in the attached pages.

WHEREAS, University Counsel has been consulted and has given their approval.

WHEREAS, The MSU-WP administration approves the revisions put forth by the Faculty Senate.

BE IT RESOLVED that the proposed revisions to the following sections (indicated below) of the MSU-West Plains Faculty Handbook be approved:

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

**Summary of the MSU-WP Faculty Handbook Proposals approved by
Faculty Senate and MSU-WP Administration during AY 2024-2025**

Effective Date of Changes: Fall 2025

Section	Summary
3.4.2	From FEC; Adds new section, Technical Instructor Suggested edit from WP administration: Add Vice Chancellor of Academic Affairs
3.4.4	From FEC; Adds new section, Advanced Technical Instructor Suggested edit from WP administration: Under tenure added clarification to the first sentence for “individuals whose initial appointment is to the” advanced technical rank
3.4.6	From FEC; Adds new section, Senior Technical Instructor Suggested edit from WP administration: Eligibility for promotion: strike advanced and insert “master” technical instructor
3.4.8	From FEC; Adds new section, Master Technical Instructor Suggested edit from WP administration: (1) Under tenure added clarification to the first sentence for “individuals whose initial appointment is to the” master technical instructor Strike duplicated sentence
Bylaw Art 2, S3	From FSEC; editorial change; updated Responsibility of the Secretary of FS
Bylaw Art 1, S2, Part 9	From FSEC; revision of election of per-course rep
4.4.2	Worked with FEC to clarify DPC processes
Constitution Art 8	From FSEC; revision concerning voting process
1.3.5	From FEC; Adds a paragraph for Tech Faculty
3.1	From FEC; Adds 2 new definitions; revises 3 current definitions
Bylaw Art 1, S4, Part 6	From FSEC; revision concerning voting process
Bylaw Art 1, S4, Part 7	From FSEC; Revision for clarification concerning minutes
Bylaw Art 1, S2, Part 2	From FSEC; revision concerning voting process
Bylaw Art 1, S3, Part 3	From FSEC; revision of duties of past-FS Chair
Bylaw Art 1, S3, Part 4	From FSEC; revision of duties of FS Secretary
4.4.1.1.4	Rewritten for clarification of the tenure process
3.7	Editorial changes; clarifies the tenure process
3.6.2	Adds a paragraph; clarifies the tenure process
4.2.1.3	Rewritten for clarification

4.2.3.1 & 4.2.3.2	Editorial changes
4.2.1.2	Extensive changes to sections through 4.2.1.2.3; some changes based on Springfield's Handbook sec 4.2.1.2
Bylaw Art 1, Sec 6, Part 1c	Assessment Committee Description Update
Bylaw Art 1, Sec 4, Part 2	Updates language concerning faculty attendance at FS
4.2.2.2	Rewritten for clarification/condensation
4.2.2.2.1	Adds a paragraph
4.2.1.1	Editorial changes
12.1	Adds language concerning faculty evaluation of admin
4.2.2.3	Adds a sentence referring to the University's Public Affairs Mission
3.4.1	Suggested edit from WP administration: Add Vice Chancellor of Academic Affairs
Academic Integrity Policy	Addition of Misuse of Generative Artificial Intelligence (AI) under the Definitions/Academic Dishonesty; see page 5 of policy
Master/Common Syllabus	Addition of Generative AI language; prohibited, limited, and permitted options for faculty to select for each class taught

Change the title of section 3.4 to:

3.4 Requirements for Appointment, Tenure and Promotion of Tenure Track Academic Faculty and Technical Faculty

Add the following new section 3.4.2 and renumber the current 3.4.2 (Assistant Professor) to become 3.4.3.

3.4.2 Technical Instructor

Definition:

A technical Instructor is the lowest rank for technical faculty, requiring effectiveness in teaching; a commitment to advanced studies in the field or specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; and a willingness to serve the department, division and/or campus.

Basis of Appointment:

Minimum of the appropriate licensure or certification and four years' experience within the discipline or related discipline. Exceptions must be approved by the department/division, dean of the college, vice chancellor of academic affairs, chancellor, and Board of Governors. The terms for promotion and tenure should be clearly specified in the initial appointment contract letter. (See section 3.3.2)

Tenure:

A technical Instructor is minimally eligible to hold tenure after completing five years of service in the rank of technical instructor to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status. Application for tenure may be made during the final year of required service.

Eligibility for promotion:

Eligibility for promotion can be achieved: after completion of three years of service to Missouri State University-West Plains in the rank of technical instructor and demonstration of effective teaching and of achievement in at least one of the following areas: scholarship; research; creative activity; specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; or service appropriate to the discipline.

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Handbook Committee proposes to add the following new section and renumber the current 3.4.3 (Associate Professor) to become 3.4.5.

Advanced Technical Instructor

Definition:

An intermediate technical rank for technical faculty of one who has demonstrated achievement in the areas of teaching; specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; research or peer-reviewed reporting of discoveries or innovations and creative activities

appropriate to the discipline and of substantial service appropriate to the discipline.

Basis of Appointment:

Attainment of certification/licensure in his/her technical/occupational specialty and/or completion of recognized competency exam; and three years of experience equivalent to technical faculty service to Missouri State University-West Plains.

Tenure:

Individuals whose initial appointment is to the advanced technical instructor rank are minimally eligible for tenure after completing three years of technical faculty service to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status. Tenure will continue to be held by an advanced technical instructor who had tenure at Missouri State University-West Plains when promoted from the technical instructor rank. Application for tenure may be made during the final year of required service.

Eligibility for Promotion:

Eligibility for promotion can be achieved by meeting one of the following: (1) An advanced technical instructor is minimally qualified for consideration for promotion to the senior technical instructor rank at the end of five years of experience equivalent to technical faculty service to Missouri State University-West Plains including at least three years in the rank of an advanced technical instructor. In addition to meeting years-of-service requirements, those seeking promotion must have demonstrated sustained effectiveness in teaching; specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; and service as defined in Section 4.0. (2) An advanced technical instructor may qualify for promotion after (15) years of experience equivalent to technical faculty service to Missouri State University-West Plains, including at least three years in the rank of advanced technical instructor at Missouri State University-West Plains. In addition to meeting years-of-service requirements, those seeking promotion must have demonstrated sustained effectiveness in teaching; specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training

sessions for employees of an outside organization; and service as defined in Section 4.0. (3) An advanced technical instructor and (15) years of technical faculty service to Missouri State University-West Plains, including at least 5 years of effective administrative duties (i.e., dept. chair, associate dean, etc.) may qualify for promotion to senior technical instructor rank. In addition to meeting years-of-service requirements, those seeking promotion must have demonstrated sustained effectiveness in teaching and contributions to community and/or professional service as defined in Section 4.0. Application for promotion may be made during the final year of the required service.

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Handbook Committee proposes to add the following new section and renumber the current 3.4.4 (Professor) to become 3.4.7.

3.4.6 Senior Technical Instructor

Definition:

A high rank for technical faculty of one who has demonstrated a sustained record of effectiveness in teaching; specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; research or peer-reviewed reporting of discoveries or innovations and creative activities appropriate to the discipline and of substantial service appropriate to the discipline.

Basis of Appointment:

Continued attainment or renewal of certifications/licensure/accreditations appropriate to their specialty area; evidence of beginning the process of specialty program accreditation; and five years of experience equivalent to technical faculty service to Missouri State University-West Plains.

Tenure:

Individuals who are promoted to the senior technical instructor rank retain the same tenure eligibility which they had as advanced technical instructor. Individuals whose initial appointment is to the senior technical instructor rank are minimally eligible for tenure at the end of two years of technical faculty service to Missouri State University-West Plains. In such a case the tenure decision will occur at the latest during the third year of probation. Tenure shall continue to be held by a senior technical instructor who had tenure at Missouri State University-

West Plains when promoted from the advanced technical instructor rank.
Application for tenure may be made during the final year of required service.

Eligibility for Promotion:

(1) A senior technical instructor is minimally eligible for promotion to advanced master technical instructor after five years of technical faculty service to Missouri State University-West Plains in the rank of senior technical instructor. (2) An individual initially appointed as a senior technical instructor will be eligible for promotion after ten years of experience equivalent to technical faculty service to Missouri State University-West Plains. At least two years of this service must be in the rank of senior technical instructor at Missouri State University-West Plains. Promotion to the rank of master technical instructor will be based on exceptional performance in the areas of teaching; specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; and/or creative activity and service.

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Handbook Committee proposes to add the following new section and renumber the current 3.4.4.1 (Distinguished Professor) to become 3.4.9.

3.4.8 Master Technical Instructor

Definition:

The highest rank for technical faculty, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness; of specialized training conducted for the industry including designing and teaching classes for college credit, seminars, or training sessions for employees of an outside organization; of peer-reviewed creative activities appropriate to the discipline and of substantial service appropriate to the discipline.

Basis of Appointment:

Attainment of specialty program accreditation and/or re-accreditation; and ten years of experience equivalent to technical faculty service to Missouri State University-West Plains.

Tenure:

Individuals whose initial appointment is to the master technical instructor is minimally eligible for tenure following one year of technical faculty service to Missouri State University-West Plains. The tenure decision will occur at the latest during the third year of probation. Tenure shall continue to be held by a master technical instructor who had tenure at Missouri State University-West Plains when promoted from the senior technical instructor rank. Application for tenure may be made during the final year of required service. Tenure will be granted to a master technical instructor who is retained after four years of technical faculty service to Missouri State University-West Plains.

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Bylaws, Article II, Section 3

Section 3: Responsibility of the Secretary of the Faculty Senate

- ~~1. The Secretary of the Faculty Senate (2019) shall receive approved curricular proposals from the Curriculum Committee.~~
- ~~2. The approved curricular proposals from both the Curriculum Committee and the Faculty Senate shall be given by Secretary to the Faculty Senate Chair for signature. (2019)~~
- ~~3. Signed, approved curricular proposals (2019) shall then be forwarded by the Secretary to the Vice Chancellor of Academic Affairs. (2019)~~

The secretary of the Faculty Senate shall work with the Faculty Senate Chair and the Curriculum Committee Chair to ensure that approved curricular proposals progress through the electronic process. Additionally, the secretary will ensure that minutes of the Curriculum Committee are attached to the appropriate Faculty Senate Minutes.

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Bylaws, Article I, Section 2, Part 9

Election of Per-Course Representative

At the beginning of the fall semester, ~~the per-course faculty shall elect a voting representative to the Faculty Senate.~~ The Faculty Senate Executive Committee (FSEC) will ~~seek ask each division to nominate at least one per-course instructor to serve as the per-course representative to Faculty Senate and conduct the election.~~ **Nominations will be due to the FSEC by September 1.** The FSEC will then interview all nominees and make the final selection. There shall be no limit to the number of terms this representative may serve.

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4.4.2 Faculty Evaluation Committee and Divisional Personnel Committees

~~The Faculty Evaluation Committee shall annually review evaluation procedures, including establishing the minimum and maximum weightings to be placed on the categories of performance (teaching, professional activity and University and community service) and submit proposed changes to the Faculty Senate. The Faculty Evaluation Committee should work closely with the Divisional Personnel Committees, Deans, and the Vice Chancellor of Academic Affairs in this endeavor.~~

~~At the annual August Faculty Workshop, two divisional personnel committees (DPC) are formed as follows. The General Studies DPC will be formed for the arts, education and social sciences division and mathematics and science division and will consist of at least two tenured faculty members from each of those divisions. The Applied Sciences DPC will be formed for the business, applied technology and public service division and nursing and allied health division and will consist of at least two tenured faculty members from each of those divisions. The faculty members that will serve on these committees for each division will be elected from the pool of eligible tenured faculty members and will be elected by a plurality of votes by the ranked faculty in the division. (In the event that a division has fewer than two tenured faculty members, additional tenured faculty members from other divisions may be appointed by the Vice Chancellor of Academic Affairs to a total number of two. In such cases, the Dean or immediate faculty supervisor and the faculty applicant(s) will submit a list of possible committee members for the Vice Chancellor of Academic Affairs' consideration and appointment). Members shall serve two year, staggered terms and may be elected to consecutive terms. Tenured faculty members who are seeking promotion or with a potential conflict of interest shall not serve on a DPC.~~

~~By the first Wednesday in September, the Chair of the Faculty Evaluation Committee will meet with the members of the DPC for each Division and review procedures and deadlines for the faculty evaluation process and answer questions. The DPC will serve~~

~~as the initial evaluating body for divisional faculty evaluations. Each DPC will select co-chairs (one chair from each division) that will be responsible for working with the Dean or immediate faculty supervisor to establish and communicate internal application deadlines. The co-chairs convene the committee's meetings and are responsible for writing personnel recommendations for the candidates within his or her division based on the deliberations of the committee. Each DPC operates as an autonomous faculty body and therefore the Dean or immediate faculty supervisor shall not participate in personnel committee proceedings or make decisions regarding its composition or actions. Inappropriate actions by individuals on the committee should be addressed by the committee co-chairs.~~

~~The application portfolio for candidates for reappointment, promotion and tenure will be presented to the co-chairs of the DPC, who will undertake the security of the application portfolio. At the time of evaluation for annual review of appropriate progress toward tenure, required performance reviews, promotion or tenure, the personnel committee will have access to the candidate's current vita as well as all prior personnel reviews generated by the appropriate dean or immediate faculty supervisor and the DPC. Additional materials, supporting teaching, research and service, may be requested by the DPC.~~

~~The DPC shall make the original recommendations in all cases involving annual review of appropriate progress toward tenure and/or reappointment of probationary faculty. If there is a split vote among tenured faculty, the minority may file a report, signed by each member of the minority, which will be forwarded with the majority decision.~~

~~In instances of disagreement between the personnel committee and the Dean there shall be a good faith effort to resolve these differences. If resolution is not possible, the Vice-Chancellor must offer in writing compelling reasons for disagreeing with the committee's recommendation before advancing his or her recommendation to the Chancellor.~~

The chair of the Faculty Evaluation Committee (FEC) shall work with the Deans and VCAA as needed to ensure the starting and completing of the RPT process each academic year in accordance with the established academic work calendar. At the end of each academic year the FEC committee should submit any recommended changes concerning the RPT process to the Faculty Senate.

Each year two Divisional Personnel Committees (DPC, formerly RPT) will be formed. These committees should be formed in May at the end of the academic year, but no later than August 15.

One DPC committee will serve the General Studies and Professional Programs Division and will consist of two members from the preceding year's DPC

committee (serving as co-chairs) and two members elected from the rest of the tenured faculty within the division. One of the elected members should be from math/science and the other from humanities/English. Department heads are eligible to serve; however, tenured faculty members who are seeking promotion shall not serve on a DPC. Those elected will serve a two-year term. Additionally, the co-chairs shall select one tenured faculty member from outside the division to serve for a one-year term, bringing the total membership of the DPC to five members.

The other DPC committee will serve both the Allied Health/Nursing and Applied Science/Technology Divisions. It will consist of two members from the preceding year's DPC committee (serving as co-chairs) and two members elected from the rest of the tenured faculty within the divisions. One of the elected members should be from the Allied Health and Nursing Division and the other from the Applied Science and Technology Division. Department heads are eligible to serve; however, tenured faculty members who are seeking promotion shall not serve on a DPC. Those elected will serve a two-year term. Additionally, the co-chairs shall select one tenured faculty member from outside the division to serve for a one-year term, bringing the total membership of the DPC to five members.

Each candidate must create an application portfolio (see section 4.4.3.1) and make it available to the appropriate DPC at the appropriate time as listed in the RPT Work Calendar and in accordance with the evaluation procedures outlined in section 4.4.3. The co-chairs will then establish when the committee will review portfolios and meet for deliberations. The chair of the FEC will aid the co-chairs with any procedural questions that may arise.

Each DPC operates as an autonomous faculty body and therefore the Dean or immediate faculty supervisors shall not participate in personnel committee proceedings or make decisions regarding its composition or actions. Department Heads serving on a DPC should recuse themselves from any deliberations concerning faculty members in their department. Inappropriate actions by individuals on the committee should be addressed by the DPC co-chairs.

Each DPC will have access to a candidate's current vita as well as all prior personnel reviews generated by the appropriate dean or immediate faculty supervisor and previous DPC's. Additional materials supporting teaching, professional activity, and service may be requested by the DPC. The DPC shall make the original recommendations in all cases involving annual review of progress toward tenure and/or reappointment of probationary faculty (see section 4.4.1.1.3).

The co-chairs of each DPC are responsible for writing the personnel recommendations for the candidates based on the deliberations of the committee. These written recommendations must clearly indicate any area that needs improvement. All members of the DPC are required to sign the completed evaluation. If there is a split vote among the DPC, the minority may write a report, signed by each member of the minority, which will be forwarded to the appropriate Dean along with the majority decision.

In instances of disagreement between the DPC and the Dean, there shall be a good faith effort to resolve these differences. If a resolution is not possible, the Vice-Chancellor of Academic Affairs must offer in writing compelling reasons to all involved in the RPT process before advancing his or her recommendation to the Chancellor. The candidate may then forward a rebuttal to the Chancellor as well.

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Article VIII: Amendment of Constitution, page 2 of Constitution

~~Amendments to this constitution may be proposed by two-thirds of the Faculty Senate. Proposed amendments shall be submitted in writing to the chairperson thirty (30) days prior to their being voted upon. The date set by the Faculty Senate to vote on such proposed amendment(s) shall be the earliest practical date to occur during a regular school semester. Voting shall be by secret ballot. Ballots shall be prepared and distributed by the secretary of the Faculty Senate. Voted ballots must be returned to the secretary of the Faculty Senate within six (6) school days after the day on which the ballots are distributed to be counted. An affirmative vote equal to three-fourths of the Faculty Senate members shall be necessary to make a proposed amendment part of this constitution.~~

Amendments to this constitution may be proposed by two-thirds of the Faculty Senate. Proposed amendments shall be submitted in writing to the chairperson thirty (30) days prior to their being voted upon. The date set by the Faculty Senate to vote on such proposed amendment(s) shall be the earliest practical date to occur during a regular school semester.

Voting shall be by secret ballot conducted through electronic means. The Faculty Senate Chair (or Secretary) will distribute within two (2) school days an electronic link to the voting members of the Faculty Senate. The voting members will then have six (6) school days to submit their electronic ballot. The Faculty Senate Executive Committee will determine and convey the results.

An affirmative vote equal to three-fourths of the Faculty Senate members shall be necessary to make a proposed amendment part of this constitution.

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1.3.5 Professional Activity (Scholarship, Research and Creative Activities)

Scholarship, Research and Creative Activity **for academic faculty** means the systematic investigation in some field of knowledge undertaken to discover or establish facts or principles and the scholarly effort to interpret, integrate or synthesize research findings or the preparation and execution of creative projects. ~~Scholarship, research and creative activities each hold equal value in advancing the mission of Missouri State University-West Plains. A blend of scholarship, discovery and of integration and application to teaching, is essential to the mission. Scholarship in areas of teaching effectiveness is essential to a quality learning experience for the students. The role of research at Missouri State University-West Plains includes those activities designed to produce one or more outcomes including the discovery, organization and application of knowledge. The scope of research activities encompasses individual faculty research and departmental research programs. Creative works in areas such as music, drama, art and literature are essential for sustaining the cultural role of Missouri State University-West Plains. Creative activities also include the enhancement of teaching effectiveness.~~

Scholarship, Research and Creative Activity for technical faculty means the peer-reviewed reporting of discoveries or innovations within the faculty member's discipline. This includes efforts to integrate or synthesize existing knowledge, particularly efforts to improve teaching. Creative activities also include the enhancement of teaching effectiveness.

See section 4.2.2 for more information concerning the expectations of professional activity.

Financial support for scholarship, research and creative activities comes from institutional funds as well as gifts, grants and contracts from individuals and agencies outside the campus.

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3.0 Academic Personnel Policies

3.1 Definitions

In this Faculty Handbook the following definitions are used:

Academic Faculty are defined as individuals who are required to possess an academic degree to teach the material and skills for the department/division in which they are hired.

Technical Faculty are defined as individuals who are not required to possess an academic degree but are required to possess the appropriate licensure or certification and four years of experience within the discipline or related discipline to teach the material and skills for the department/division in which they are hired.

Master's degree means a master's or equivalent degree in the appropriate discipline.

Ranked faculty means faculty members holding the **academic** rank of instructor, assistant professor, associate professor or professor; , **or the equivalent recognized rank of technical instructor, advanced technical instructor, senior technical instructor, and master technical instructor. Rank for academic and technical faculty are parallel to the respective classification (instructor / technical instructor, assistant professor / advanced technical instructor, associate professor / senior technical instructor, professor / master technical instructor.)**

Scholarship, Research and Creative Activity means the systematic investigation in some field of knowledge undertaken to discover or establish facts or principles and the scholarly effort to interpret, integrate or synthesize research findings or the preparation and execution of creative projects. Research is defined more fully in section 1.3.5.

Service (when used to identify one of the three basic areas of faculty responsibility) means the contribution of a faculty member to the effective functioning of the University as an institution, to the effective functioning of professional and learned societies and the contribution of professional expertise by a faculty member to the civic community. Service is defined more fully in section 1.3.6.

Tenure means the status granted (after a probationary period, except as specified in section) to a ranked faculty member protecting him or her from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until he or she resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force or becomes disabled or dies, but subject to the terms and conditions of employment that exist in this Faculty Handbook and in future editions of the Faculty Handbook as amended. See section 3.6 for more information regarding tenure.

Terminal degree means an earned doctorate, generally recognized as a 60-hour program, in the individual's discipline or such other degree approved by the Vice Chancellor of Academic Affairs. A ranked faculty member with an acceptable terminal degree in one discipline, who transfers to another discipline within the University, shall

be considered as having a terminal degree in the transfer discipline regardless of the designated terminal degree in the transfer discipline.

Thirty semester hours beyond the master's degree means thirty semester hours or equivalent quarter hours of graduate credit in an appropriate discipline earned in addition to the credit earned to qualify for the master's degree.

Unranked faculty means faculty members in non-tenure track positions designated by the following titles: lecturer, limited-term lecturer, visiting professor, artist-in-residence, adjunct faculty, per-course faculty, academic affiliate, or emeritus faculty. For more information, see section 3.5.

Tenure-track faculty refers to faculty members appointed to tenure-track positions that lead to tenure upon successful completion of a probationary period and to faculty who have been awarded tenure. Refer to Section 3.4 for tenure-track positions. Appointment to a position with academic **or technical** rank is not synonymous with appointment to a tenure-track position. **The contract letter should state whether or not a faculty member is tenure-track. See section 3.3.2.**

Probationary faculty refers to faculty appointed for a stated term to a tenure-track position with provisions for review and renewal at the end of the appointment term and designed to lead to a tenure decision at the end of the probationary period. Notice of non-reappointment shall be provided according to Section 3.9

Nonrenewal of contracts refers to a decision (a) not to offer instructors and other nontenured faculty or part-time faculty members a contract for a subsequent term, semester or year or the denial of reappointment of probationary tenure track faculty or (b) the denial of tenure for such faculty members. The nonrenewal of such contracts is not the equivalent of "termination of employment."

Non-tenure track refers to faculty members appointed to positions that are not eligible for tenure consideration. Refer to Section 3.5 for non-tenure track positions.

Promotion refers to a progression within an appointment series (tenure-track, clinical **and** instructor , **and technical instructor**) following fulfillment of criteria and review as specified in departmental promotion documents and the Faculty Handbook Refer to Sections 3.4 for specific tenure-track and non-tenure track faculty appointments. Promotion is accompanied by an increase in base salary.

Years of academic service to Missouri State University-West Plains means full-time academic years of service to Missouri State University-West Plains. In computing years of academic service to Missouri State University-West Plains, intersession and summer teaching shall not apply, nor shall time spent on educational leave apply. Time spent on sabbatical leave will apply in computing years of academic service to Missouri State

University-West Plains, as well as time spent on scholarly leave, e.g., Fulbright Fellowships or National Science Foundation Fellowships. A fraction of a year of service (ordinarily resulting from initial appointment occurring in the middle of the academic year or from a one-semester leave of absence) shall count as the same fraction of a year in computing years of academic service for tenure and promotion eligibility and for determining the maximum length of the probationary period.

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Bylaws, Article I, Section 4, Part 6

6. Voting

a. Any member of the Faculty Senate may move for a roll call or ballot vote, and if that motion is supported by twenty percent (20%) of the voting members present, the vote by the designated method (roll call or ballot) shall be taken. **If a ballot vote is called for, the Faculty Senate Secretary will distribute within two (2) school days an electronic link to the voting members of the Faculty Senate. The voting members will then have six (6) school days to submit their electronic ballot. The Faculty Senate Secretary will determine and convey the results.**

b. Any **person non-faculty member, including administrators with or without faculty rank**, attending a meeting of the Faculty Senate, or any established committee of the Faculty Senate may speak with the consent of the chairperson of the group involved. These persons shall have no vote.

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Bylaws, Article I, Section 4, Part 7

7. Minutes

a. The **Secretary Faculty Senate Chairperson** shall send copies of the unapproved minutes of the Faculty Senate to the Faculty and the administration with the agenda of the next meeting. This report must contain a record of the actions approved by the Faculty Senate as well as approved resolutions and committee reports. **The minutes shall be available to all interested parties.**

b. The chairperson of each Faculty Senate committee shall **forward copies of agendas, minutes, or other committee documents to the Faculty Senate Chairperson and/or Secretary to be placed** ~~place a copy of the minutes of each~~

~~meeting in a permanent file~~ in **the electronic file kept by Faculty Senate**. ~~The minutes~~
These documents shall be available to all interested parties.

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Bylaws, Article I, Section 2, Part 2 - Election of Officers of Faculty Senate, page 1 of
Bylaws

2. Voting in Annual General Election

a. Method of voting. ~~Voting shall be by secret ballot. Ballots shall be prepared and distributed by the secretary, six (6) school days prior to the May Faculty Senate meeting. Voted ballots may be returned to the secretary prior to the vote at the May meeting. If there are more than two candidates for an office, voting shall be by secret ballot conducted through electronic means. The Faculty Senate Chair (or Secretary) will distribute within two (2) school days an electronic link to the voting members of the Faculty Senate. The voting members will then have six (6) school days to submit their electronic ballot.~~

b. Counting Ballots. The current ~~chairperson and Secretary~~ **Faculty Senate Executive Committee** shall count the ballots and report the results of the election to the assembled body.

c. Ties in Election. In the case of a tie, a run-off election will occur at the May meeting.

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Bylaws, Article I, Section 3, Part 3

Section 3: Duties of the Officers of the Faculty Senate, page 4 of Bylaws

3. ~~3.~~ The Past-Chairperson of the Faculty Senate (2022)

a. Shall ensure implementation of business approved by Faculty Senate (and Administration and Board of Governors) during their tenure as faculty chair. **This includes updating and distributing the Faculty Handbook, Constitution and Bylaws with the revisions as approved by the Administration and Board of Governors at the June meeting following term as Chairperson.**

b. ~~Shall be a voting member of the Faculty Senate and may be appointed to be a chairperson of a standing committee or ad hoc committee of the Faculty Senate. Shall represent the faculty to the Board of Governors at the June meeting following term as Chairperson.~~

c. Shall be a voting member of the Faculty Senate and may be appointed to be a chairperson of a standing committee or ad hoc committee of the Faculty Senate.

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Bylaws, Article 1, Section 3, Part 4

Section 3: Duties of the Officers of the Faculty Senate, pages 4-5 of the Bylaws

4. The Secretary of the Faculty Senate

a. Shall serve as secretary of the Faculty Senate.

b. Shall preside at meetings of the Faculty Senate in the absence of both the chairperson and the chairperson-elect of the Faculty Senate.

c. Shall keep accurate minutes of the faculty meetings including the recording of motions and the votes thereon.

d. Shall publish for the faculty the minutes of the faculty meetings.

~~e. Shall report actions taken by the Faculty Senate and its established committees to the administration.—~~

~~f.~~ **e.** Shall publish for the faculty a synopsis of Senate actions and of curricular matters forwarded to the ~~academic dean~~ **Vice Chancellor of Academic Affairs.**

~~g.~~ **f.** Shall supervise elections of Faculty Senate officers.

~~h.~~ **g.** Shall be a voting member of the Faculty Senate.

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4.4.1.1 Probationary/Tenure-Track Faculty

4.4.1.1.4 Promotion and Tenure Process for Probationary Faculty

Due dates for the following processes are posted in the RPT work calendar on the MSU-WP website.

This multi-step process begins with a reminder from the Office of Academic Affairs in August and concludes with the Board of Governors final action the following May or June.

For promotion, the application must be made at the appropriate time as stated in the RPT Work Calendar and in accordance with evaluation procedures outlined in section

4.4.3. The application for promotion may be withdrawn from consideration at any stage of the process.

The process of promotion review and tenure review follows the steps shown in the RPT Work Calendar. The requirements for promotion are located in Section 3.4 and the requirements for tenure are located in Section 3.6. At each stage of the evaluation of promotion and/or tenure, a candidate will be given a copy of the evaluation and written rationale for the recommendation.

~~For tenure, in most cases, a probationary faculty member must apply for tenure no later than the fifth year of employment to remain employed beyond the sixth year. Application may be made in the final year of required service. The application must be made at the appropriate time as listed in the RPT Work Calendar and in accordance with evaluation procedures outlined in section 4.4.3. Failure to do so will result in no appointment for the year following the probationary period. In cases where the faculty member has negotiated for a shorter probationary period, the final tenure application year is specified in the faculty member's initial letter of employment. Candidates denied tenure by the Vice-Chancellor in the final year for application are not permitted to reapply. Candidates who apply for early tenure (i.e., in a year prior to the final year for application as stated in the faculty member's initial letter of employment) may reapply up to and including the final year to apply. Although the faculty hired at mid-year may count all work accomplished since the date of hire, the tenure clock for them begins the following August, unless otherwise negotiated.~~

~~Individuals whose initial appointment is to the associate professor rank must apply for tenure by the fourth year of their probationary status and may apply in their final year of required service except in those circumstances where the dean has granted a temporary stopping of the tenure clock.~~

For tenure, in most cases, a probationary faculty member must apply for tenure at the beginning of their last year of probation (typically the fifth year of employment) to remain employed beyond the probationary period. See section 3.7.1 for exceptions.

The application must be made at the appropriate time as listed in the RPT Work Calendar and in accordance with evaluation procedures outlined in section 4.4.3. Candidates denied tenure by the Vice-Chancellor in their final year for application are not permitted to reapply. See section 3.6.

In cases where the faculty member has negotiated for a shorter probationary period, the final tenure application year is specified in the faculty member's initial letter of appointment/contract letter.

Candidates who apply for early tenure (i.e., in a year prior to the final year for application as stated in the faculty member's initial letter of employment) may reapply up to and including the final year to apply.

Although the faculty hired at mid-year may count all work accomplished since the date of hire, the tenure clock for them begins the following August, unless otherwise negotiated.

Individuals whose initial appointment is to the associate professor rank must apply for tenure by the fourth year of their probationary status to remain employed beyond the fifth year, except in those circumstances where the Vice-Chancellor has granted a temporary stopping of the tenure clock.

The Chancellor will submit reappointment, promotion and/or tenure recommendations to the President and Board of Governors and the Vice-Chancellor will notify all applicants of the Board's actions. Recommendations from each level of the review process will be shared with the applicant by the reviewer(s) at each level. The applicant may withdraw the application at any level of the process prior to the review by the Vice-Chancellor and the Chancellor.

Throughout the entire review process, confidentiality must be maintained. Members at every level of decision-making must assume personal responsibility to ensure that confidentiality is not violated.

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3.7

Beginning with appointment to a tenure-track position, the probationary period at Missouri State University-West Plains shall not exceed ~~seven~~ **six** academic years. Credit toward the probationary period may be granted for prior full-time service to Missouri State University or to other regionally accredited baccalaureate-degree-granting institutions of higher education (or the equivalent as determined **by** the department head, division dean, Vice Chancellor of Academic Affairs, and the **e**Chancellor) equivalent to service to Missouri State University. Credit for previous service is specified in the initial appointment letter. If no credit is specified, none is given. Time spent in scholarly leave will count as part of the probationary period. In all cases, tenure decisions are made by the final probationary year **as stated in the contract letter**.

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3.6 Tenure

3.6.2 Tenure

Only members of the tenure track faculty are eligible for tenure. The choices that the campus makes in granting tenure are crucial to its endeavors toward academic excellence. A decision to grant tenure must reflect an assessment of high professional competence and performance measured against campus standards. Recommendations for tenure are made in accordance with the Faculty Senate and campus policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of the applicant for tenure to provide sufficient relevant documentation as evidence in support of his or her teaching, scholarship, research, creative activity and service activities.

Tenure is based on a thorough evaluation of the candidate's total contribution to the campus. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in teaching, professional activity (scholarship, research, creative activity) and service. Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit.

Each probationary faculty member will be assigned a mentor and will be evaluated each year by his/her academic dean and the appropriate Divisional Personnel Committee. The DPC acts as a pre-tenure committee and will provide the probationary faculty member with guidance towards tenure each year (Sec section 4.4.1.1).

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (see Section 4.4). All initial appointment letters for individuals hired in tenure track faculty positions will specify the last **semester year** during which this tenure application can be made. If a tenure application is not made by a faculty member by this specified time, the individual forfeits all expectations to tenure as specified in this Faculty Handbook. An appointment during the probationary period is only for one year. Even if the faculty member receives no notice of subsequent non-appointment, de facto tenure will not be granted. Tenure-track faculty who have not been granted tenure by the end of their sixth year of employment at Missouri State University shall not be further employed by Missouri State University-West Plains in a tenure-track position. **See section 3.7.1 for exceptions.**

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4.2.1.3. Documenting Teaching effectiveness Documentation

~~There are two primary components to documenting teaching effectiveness: Instructor inputs and student outcomes. Everything that contributes to or derives from a teaching/learning experience should address one or more of the criteria above. The following table identifies input/ output elements and possible sources for documentation. The table below is not prescriptive but offers faculty examples of ways to document teaching effectiveness. Divisions/departments can refine these suggestions as appropriate for specific disciplines and a faculty member's specific job assignment.~~

Faculty must provide evidence that documents teaching effectiveness (sufficient knowledge, use of teaching and advising strategies, and responsible use of evaluations). **Documentation should also be provided to establish any claims of enhanced accessibility or optional educational experiences.** Everything that contributes to or derives from a teaching/learning experience should address one or more of the criteria above.

The following table identifies input/output elements and possible sources for documentation. This table is not prescriptive but offers faculty examples of ways to document teaching effectiveness. Divisions/departments can refine these suggestions as appropriate for specific discipline and a faculty member's specific job assignment.

Inputs and Outcomes	Documentation
Instructor Inputs (developing educated persons)	
Clear identification of outcome goals in terms of knowledge and skills	Syllabi and assignments reflect program and general education goals
Clear identification of relevance of courses to both major study and general education	Syllabi and assignments reflect program and general education goals
Practiced and pedagogically informed delivery of course content	Teaching portfolio, evidence of professional development, peer evaluations

Up-to-date content and materials	Syllabi, sample materials (with explanatory narrative in dossier), curricular grants, development of new courses

Quality organization of course and diligence in application	Syllabi, sample assignments, peer evaluations, student evaluations
Appropriately rigorous expectations	Syllabi statements, quantity and quality of reading, writing and performance assignments
Time, energy and effectiveness	Teaching portfolio, peer evaluations, student evaluations
Instructor Inputs (exceptional modes or qualities of teaching)	Opportunities for out-of-class application
Description of out-of-class activities, including service learning, field work, etc.	Special access opportunities such as distance-learning delivery
Syllabi and/ or descriptions of alternative delivery methods/courses	Special efforts to diversify student experiences
Diversity of educational experience, objectives, and efforts	Student Outcomes (all goals)
Majority of students make progress on knowledge and skill objectives from baseline starting point	Direct and indirect assessment: Aggregate information on pre/post knowledge and/ or skill performance by students in each class (example: 10% of students were able to identify Renaissance art at beginning of semester, 75% by end)
Majority of students understand goals and relevance of courses,	Student evaluations

regardless of performance level	
Students receive external recognition for work produced in course	External letters, awards, commendations, reviews, news stories, etc.
Faculty member receives direct external recognition for preparation of students	External letters, awards, commendations, reviews, news stories, etc.

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Note deletion of “Service Mission” title and the resulting renumbering of the current 4.2.3.2 to become 4.2.3.1.

~~4.2.3 Service~~

~~Faculty service at Missouri State University serves three purposes: to support the academic tradition of shared governance, to support the professional and organizational needs of the disciplines and to bring the products of campus work to the public for its benefit.~~

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~~4.2.3.2 (Part 3)~~

~~Public Service~~

~~Faculty members meet this goal when they provide evidence of using their professional skills and expertise to serve community, state, national or international public constituents. This may take the form of presentations in contemporary media. In this way, faculty members not only further the mission of public outreach, but also serve as models for their students who are encouraged to engage in similar activities.~~

~~Membership in community, regional, state or national service organizations is also public service.~~

~~4.2.3.1 (Part 4)~~

~~Professional Consultation~~

~~Faculty members may meet this goal by providing evidence of providing professional expertise to business, industry, schools, community organizations and colleagues in other University programs. Consultation services to external constituents within the faculty member's professional expertise may be included in this area.~~

4.2.3 Service

In addition to supporting the University's Public Affairs Mission, the various forms of faculty service support the academic tradition of shared governance, promote the professional and organizational needs of the disciplines, and showcase the contributions of the campus to the community.

4.2.3.1 (Part 3)

Public Service

Faculty members meet this goal when they document the use of their professional skills and expertise (including presentations in contemporary media) to serve community, state, national or international public constituents. In this way, faculty members not only further the mission of public outreach, but also serve as models for their students who are encouraged to engage in similar activities.

Membership in community, regional, state or national service organizations is also public service.

4.2.3.1 (Part 4)

Professional Consultation

Faculty members may meet this goal by documenting their contributions of professional expertise to business, industry, schools, community organizations and colleagues in other University programs. Consultation services to external constituents within the faculty member's professional expertise may be included in this area.

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4.2.1.2 – 4.2.1.2.3

~~4.2.1.2 Goals and Criteria for Evaluating Teaching~~

~~The following goals and criteria are the basis of evaluating faculty members' teaching effectiveness for tenure and promotion and for required performance reviews (refer to Section 4.2.1.3 for recommended methods of documenting teaching effectiveness). Please note that item 1 below is of paramount importance on this list and that any faculty member, in order to succeed as a teacher at Missouri State University-West Plains, must succeed in the areas of item 1 relevant to his or her teaching. Although items 2 a, b and c, are not individually prescriptive, they are inclusive of teaching and may be considered.~~

~~1. Developing Educated Persons~~

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~~Success in this area both describes successful teaching at this University and is a prerequisite for tenure and promotion.~~

~~a. Faculty members meet this goal when they demonstrate their effectiveness in cultivating students' knowledge base and skills both basic and specialized within a specific discipline.~~

~~b. Faculty should strive to make explicit the relationship between the general education curriculum and various disciplinary curricula so students can integrate their acquired knowledge and skills for lifelong application.~~

~~c. Evidence of continuing professional development also contributes to this goal.~~

~~2. Exceptional Modes or Qualities of Teaching~~

~~a. Outstanding Performance as a Classroom Teacher~~

~~Beyond basic effectiveness as a teacher, outstanding performance may be evidenced by judgments made by students, peers, administrators and colleagues with appropriate academic expertise. Further evidence may include external recognition for outstanding preparation of students for professional fields and students receiving external recognition for outstanding work produced in the course. Such evidence may also include noteworthy research work done with students, noteworthy work in student advisement and internal or external grants to support innovative teaching.~~

~~b. Experiential Learning~~

~~While it is expected that all of our teaching efforts contribute to developing citizen scholars, special efforts in this regard may be used to meet this goal. Faculty should provide evidence of service learning components in their courses or provide evidence for other structured activities that apply the course material to social issues, problems, tasks or enhancement.~~

~~c. Accessibility—~~

~~The criterion for this goal refers to efforts to increase accessibility to education beyond one's typical assignments. These may include, but are not limited to, offering distance learning, online courses, public lectures or workshops, working with the community and public schools in providing access to education, developing educational materials that address accessibility issues.—~~

~~d. Diversity—~~

~~Special efforts to bring diversity to students' educational experience might include inviting guest speakers who offer diverse viewpoints, taking students to locations where they will be exposed to an unfamiliar environment and requiring students to seek out diversity as part of their course requirements.—~~

4.2.1.2. Evaluation of Teaching

Teaching is the most important responsibility of any institution of higher education. The attributes indicative of effective teaching varies among individuals and across disciplines; however, high levels of student engagement and deeper learning are core values that are common to all.

Teaching effectiveness must be taken seriously, with review and evaluation (assessment) occurring on many levels. Evaluating and improving teaching is an ongoing and critical function of faculty and administration. Teaching effectiveness must be based on performance across a reasonable period of time and number of classes, and it cannot be measured in isolation.

The Faculty Senate and the appropriate departments/divisions are responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to each faculty member. Procedures should be appropriate to the type and nature of the teaching assignment and should be reviewed and approved by the relevant division, Faculty Evaluation Committee, and the Vice Chancellor of Academic Affairs. The evaluation procedures are to be based on the Faculty Handbook as supplemented by guidelines in other relevant campus documents and should explicitly state the expectations of teaching effectiveness that may be measured and how these are to be assessed. At all levels of teaching evaluation, direct comparisons or rankings of faculty members between departments/divisions should be avoided.

Teaching effectiveness is affected by overall workload, level of course, experience in teaching a particular course, number of students, use of new modalities or approaches, and nature of course (general education, requirement in major, etc.). The areas outlined below are the basis for evaluating faculty members' teaching effectiveness for tenure and promotion and for required annual performance reviews. Sections 4.2.1.2.1, 4.2.1.2.2, and 4.2.1.2.3 represent essential elements of teaching evaluation, while sections 4.2.1.2.2.1 and 4.2.1.2.2.2 represent additional aspects that may be evaluated as appropriate. See section 4.4 for more concerning faculty evaluation.

4.2.1.2.1. Knowledge

Faculty members must be up to date and competent regarding the content of their courses, whether they are part of a discipline-specific major or the general education curriculum. Evidence of continuing professional development contributes to this goal.

Faculty should strive to cultivate students' knowledge base and skills both basic and specialized within a specific discipline. Additionally, faculty should strive to make explicit the relationship between the general education curriculum and various disciplinary curricula so students can integrate their acquired knowledge and skills for lifelong application.

As advisors, faculty must be thoroughly familiar with university requirements so their advisees may make appropriate progress toward a degree and graduate in a timely manner.

4.2.1.2.2. Teaching strategies

There is substantial literature on best practices in university teaching, and faculty members should incorporate best practices in their classes to the extent possible. They must specify learning objectives for each course, ensure that their students understand how to achieve those objectives, and use grading systems that reflect the degree to which students accomplish the objectives. Faculty must be appropriately accessible to students through a variety of means (e.g., office hours, electronic communication). Faculty should strive to include high-impact instructional practices, such as community engagement, problem-based, experiential, and collaborative learning. In addition, course content and instructional strategies should reflect awareness that diversity and differences among learners can improve student learning. These instructional strategies are encouraged where they are appropriate.

4.2.1.2.2.1. Modalities/Accessibility

Where appropriate, faculty may extend the availability of education beyond the traditional classroom setting through activities that include, but are not limited to, offering distance learning, service learning, online courses, public lectures, workshops or trainings, working with the community and public schools in providing access to education, and developing educational materials that address accessibility issues.

4.2.1.2.2. Instructional Diversity

Special efforts to broaden students' educational experiences might include inviting guest speakers who offer diverse viewpoints, taking students to locations where they will be exposed to an unfamiliar environment, and requiring students to seek out diversity as part of their course requirements.

4.2.1.2.3. Responsible Use of Evaluations

Some forms of evaluation, such as student evaluations and self-assessment can be biased or incomplete, so teaching must be evaluated through multiple means (e.g., self-reflections, peer and/or supervisor review, student evaluations, assessment of student learning outcomes). Faculty should be proactive in seeking evaluations and should carefully consider evaluation data and modify teaching strategies as appropriate.

If statistical data are used in assessing teaching effectiveness, some understanding of statistical analysis is expected of those doing the assessment. The use of small differences in quantitative measures, which are not statistically significant, should be avoided as a basis for differentiating teaching effectiveness.

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Bylaws, Article I, Section 6, Part 1.c

c. Assessment Committee shall work with campus constituencies to (2019) :

- i. Develop **and maintain** assessment process to **better** evaluate student learning at the course, program, and institutional level.
- ii. Inform and cooperate with ~~the full Faculty Senate and~~ the Curriculum Committee on all assessment processes **and report to the full Faculty Senate.**
- iii. Guide and administer the Academic Program Review process each semester with the assistance of the Academic Affairs Office.

- iv. **Monitor**s programs for financial viability and **work**s with administration in program review budget inquiries.
- v. **Collect and evaluate graduate assessment data.**
- vi. **Document and share ~~assessment data~~ with campus constituents, ~~assessment data~~ each year.**

Voting Membership shall consist of ranked faculty members, ~~serving three-year rotating memberships,~~ as appointed by the chairperson of the Faculty Senate. **Additional members shall include** ~~in addition to~~ the following:

- i. **Director** ~~Coordinator of~~ Institutional Research **and Effectiveness**
- ii. **Testing** ~~Coordinator of~~ Testing Center
- iii. ~~Assistant Dean of~~ **Vice-Chancellor of Academic Affairs (2019)**
- iv. **A member of the Student Government Association** ~~(non-voting)~~

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 Bylaws, Article I, Section 4, Part 2 – Attendance

~~2. Attendance~~

~~Subject to the provisions below, and any accommodations due to a disability, all full-time faculty members are expected to regularly attend and actively participate in all meetings of the Faculty Senate and its established committees to which they are appointed. A faculty member who cannot attend meetings for an extended period of time should notify the Faculty Senate Secretary, their Dean, and the Vice Chancellor of Academic Affairs so that they will not be counted in the quorum calculation. (2019)~~

~~Meetings of the Faculty Senate and its established committees shall be open to members of the Board of Governors, the administration, the Faculty and the student body and to others by invitation of the chairperson.~~

~~If extenuating circumstances prevent physical attendance, a faculty member may attend a Faculty Senate meeting electronically if appropriate and adequate arrangements are made with the Faculty Senate Secretary. (2019)~~

All full-time faculty members are expected to regularly attend and actively participate in meetings of the Faculty Senate as well as the committees to which

they are appointed. Faculty members unable to attend meetings for an entire semester (or longer) must notify the Faculty Senate Secretary, their Dean and the Vice Chancellor of Academic Affairs, prior to the start of the semester, so that they will not be counted in the calculation of quorum.

If extenuating/emergency circumstances prevent physical attendance from a specific Faculty Senate meeting and reasonable prior notice is given, faculty members may request the Faculty Senate Chair to provide an electronic/remote conferencing arrangement.

Any accommodations or modifications for attendance due to a disability must be approved through the process managed by the Deputy Compliance Officer. Participation via electronic/remote conferencing can be made available if this is an approved accommodation. For more information on workplace accommodations, please contact DeputyComplianceOfficer@missouristate.edu.

Unless the faculty vote to move to a closed session, meetings of the Faculty Senate and its established committees are open to members of the Board of Governors, the Administration, the Faculty, Staff, student body, and others by invitation of the chairperson.

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4.2.2.2 Research

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~~The process of research is understood as the production and formal communication of original creative, scholarly work and, while the definitions of “scholarly” and “creative” may differ across academic disciplines, the process is understood to support the campus’s general mission in all three fundamental areas of faculty responsibility: teaching, professional activity and service. Research both advances knowledge in a particular specialized academic field and encourages individual faculty development; it enhances the quality of education students receive.~~

~~Research at Missouri State University – West Plains includes activities designed to produce one or mor outcomes such as the discovery organization and application of knowledge. The scope of research activities encompasses individual faculty research and departmental research programs.—~~

~~While Missouri State University — West Plains does not have a formal emphasis on research, the campus affirms that research enhances the quality of education students receive. To that end, the campus recognizes the value of academic research, and it~~

also recognizes research for the purposes of fulfilling the overall professional activity mission of the campus. (August 2023).

~~4.2.2.2.1 Goals and Criteria for Evaluating Research~~

~~The following goals and criteria are the basis of evaluating faculty members' research for tenure and promotion and for required performance reviews.~~

- ~~a. Expand knowledge and/or demonstrate growth in area of expertise.~~
- ~~b. Application of research to benefit campus constituents.~~
- ~~c. Special effort to share knowledge and creative work with a broader audience.~~
- ~~d. Involvement of students.~~

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Although Missouri State University – West Plains does not have an formal extensive emphasis on research, campus research activities include those designed to produce one or more outcomes such as the discovery, organization, and application of knowledge. The scope of research activities encompasses individual faculty research and departmental research programs.

4.2.2.2.1 Goals and Criteria for Evaluating Research

Competitive awards and grants are useful indexes of an individual’s success in obtaining recognition for research. Research production can also take the form of published reports, studies and other

materials. Giving presentations at professional conferences is another outlet for publicizing and testing the results of one's research.

The following goals and criteria are the basis of evaluating faculty members' research for tenure and promotion and for required performance reviews.

- a. Expand knowledge and/or demonstrate growth in area of expertise.
- b. Application of research to benefit campus constituents.
- c. Special effort to share knowledge and creative work with a broader audience (peer review).
- d. Involvement of students.

~~4.2.1 Teaching~~

~~4.2.1.1 Teaching Mission~~

~~The teaching mission at Missouri State University-West Plains is to develop educated persons. In doing so, the campus is committed to standards of excellence and academic integrity. An educated person:~~

- ~~▪ is someone who is literate in the broadest sense,~~
- ~~▪ has an appreciation of the responsibility of lifelong citizenship and an awareness of global issues,~~
- ~~▪ seeks solutions to problems by means of a broad base of knowledge, as well as in-depth mastery of at least one specific academic discipline,~~
- ~~▪ has the skills and motivation to continue to learn after leaving the University, thus being prepared for both lifelong learning and lifelong productivity.~~

~~In support of developing educated persons, the campus seeks to provide high-quality education that is accessible to a broad spectrum of individuals, including those facing challenges involving distance, income or disability. Furthermore, in recognizing the value of an open and free exchange of ideas, Missouri State University promotes diversity in all of its forms as a means to provide a wide variety of sources of knowledge and perspectives.~~

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To support developing educated persons, the campus provides high-quality education that is accessible to a broad spectrum of individuals, including those facing challenges involving distance, income, or disability. Furthermore, in recognizing the value of an open and free exchange of ideas, Missouri State University – West Plains promotes diversity in all its forms to provide a wide variety of knowledge and perspectives.

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12.1 Evaluation of Academic Administrators

~~All academic administrators will be evaluated annually. For this policy, academic administrators are the deans, the assistant dean, and the Vice Chancellor of Academic Affairs. Each evaluation will be conducted by the individual's immediate supervisor and will be based upon the particular responsibilities of the administrative assignment.~~

~~In all cases, reports from individuals who are supervised by the administrator being evaluated will be included in the review.~~

Academic administrators (i.e., the academic deans and the Vice Chancellor of Academic Affairs) will be evaluated annually by their immediate academic supervisor.

Additionally, beginning on the first Monday in April, academic administrators will also be evaluated by the faculty they supervise. The faculty evaluation instrument should be reviewed annually by the Faculty Senate who may offer possible revisions.

The Chancellor's office (or their designee) will be responsible for administering the evaluations, gathering the data, and sharing the data with the evaluated administrator and his/her immediate academic supervisor.

Each evaluation will be based upon the particular responsibilities of the administrative assignment.

In all cases, the review of any administrator shall include input from faculty in the administrator's unit and from others who are supervised by the administrator.

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4.2.2.3 Creative Activity

Creative works in areas such as music, drama, art and literature are essential for ~~sustaining the cultural role of~~ **enabling Missouri State University-West Plains to support the University's Public Affairs Mission through cultural competence and community engagement.** Creative activities also include the enhancement of teaching effectiveness.

4.2.2.3.1 Goals and Criteria for Evaluating Creative Activity

The following goals and criteria are the basis of evaluating faculty members' creative activity for tenure and promotion and for required performance reviews. In the creative and performing arts, peer review and recognition through exhibitions, concerts, prizes and awards set a similar kind of standard to the kind of recognition another faculty member will achieve through publication in a peer-reviewed journal.

- a. Expand knowledge and/or demonstrate growth in area of expertise.
- b. Application of creative activities to benefit campus constituents.
- c. Special effort to share knowledge and creative work with a broader audience.
- d. Involvement of students.

3.4.1. Instructor

Definition:

An instructor is the lowest academic rank, requiring effectiveness in teaching, a commitment to advanced studies in the field or to research and/or creative activity appropriate to the discipline and a willingness to serve the academic unit, division and/or campus.

Basis of Appointment:

The master's degree is typically required with at least 18 hours in the appropriate field. Exceptions must be approved by the department/division, ~~dean of the college~~ **vice-chancellor of academic affairs**, chancellor, and Board of Governors. The terms for promotion and tenure should be clearly specified in the initial appointment contract letter. (See section 3.3.2)

Tenure:

An instructor is minimally eligible to hold tenure after completing five years of academic service to Missouri State University-West Plains. The tenure decision will occur at the latest during the fifth year of probationary status. Application for tenure may be made during the final year of required service.

Eligibility for Promotion:

Eligibility for promotion can be achieved by meeting any of the following: (1) Completion of the terminal degree. (2) A master's degree in an appropriate field, completion of three years of academic service to Missouri State University-West Plains in the rank of instructor and demonstration of effective teaching and of achievement in at least one of the following areas: scholarship, research, creative activity or service appropriate to the discipline. (3) Effective teaching and thirty semester hours of graduate credit in an appropriate field in addition to the master's degree and three years of academic service to Missouri State University-West Plains in the rank of instructor. Application for promotion may be made during the final year of the required service.



Student Academic Integrity

Policies and Procedures

2024

Declaration of University Community Principles

Preamble

Community, civility, expression of freedom of thoughts, personal and academic integrity, tolerance and the search for knowledge and truth are the essence of University life. A University is a community whose common purpose is the creation, preservation and sharing of knowledge and understanding. The search for knowledge and truth requires a rational discourse. Discourse, in turn, requires honesty, civility, a commitment to personal and academic integrity, freedom of expression, freedom of thought and tolerance towards others' views. The community helps to protect the rights of the individual and promote self-actualization. Thus, the community promotes the ideals necessary to engage in the pursuit of knowledge and truth.

The primary participants of this community are administrators, students, faculty and staff who themselves come from a variety of external communities and varied backgrounds. Before becoming a member of the community of scholars that is Missouri State University-West Plains, one should fully understand the nature of that choice. The community derives its strength from each individual participant in it. Each individual derives strength from his/her association with and participation in the community. The individual must sustain the community in order for the community to function, protect, and sustain the individual. In order for this interaction to take place, the principles stated in this document must be the foundation for and common goal of the community. Behaving civilly implies acting in a manner consistent with these principles; and encouraging these behaviors in others. Adherence to the principles is voluntary and cannot be compelled. Discovering the natural benefit of these principles is a virtue. These principles are of little use in themselves; they must be practiced effectively.

Principles

The community of scholars that is Missouri State University-West Plains is committed to developing educated, independent thinking persons. It is believed that educated, independent thinking persons will accept responsibility to act in accordance with the following principles:

- Practicing personal and academic integrity.

- Being a full participant in the educational process and respecting the right of all to contribute to the "Marketplace of Ideas."
 - Treating all persons with civility, while understanding that tolerating an idea is not the same as supporting it.
 - Being a steward of the resources of the community.
-
- Promoting the unity of the community while still striving to enhance self-actualization.
 - Seeking to create, preserve, and share knowledge and truth in understanding.

Choosing to accept these principles suggests that each participant of the community refrains from and discourages behavior that threatens the freedom and respect each member deserves.

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STUDENT ACADEMIC INTEGRITY

POLICIES AND PROCEDURES

Approved by Faculty Senate May 3, 2024

Introduction

The community of scholars that is Missouri State University-West Plains is committed to developing educated persons. Educated persons accept the responsibility to practice personal and academic integrity. Each participant of the university community refrains from and discourages behavior that threatens the freedom and respect each member deserves. The following policies and procedures specifically address student academic integrity while recognizing that student academic integrity is only part of the entirety of academic integrity in a community of scholars, and that all members of the community share the responsibility for fostering academic integrity.

The Missouri State University-West Plains *Faculty Handbook* states that course policy statements must include a statement of the instructor's policies concerning academic dishonesty, including consequences. An instructor's policies on academic integrity issues, while they may reflect the instructor's personal views and will be more specific about what is and is not allowed in class, should also be consistent with this university policy on student academic integrity.

DEFINITIONS

ACADEMIC DISHONESTY: The actions/behaviors

that are acceptable in one class may not be acceptable in another class, and both teachers and students share the responsibility for communicating these limits for a particular class. While the specifics will vary among classes, the following fundamental definitions describes acts that constitutes academic dishonesty:

- **Cheating:** The term "cheating" refers to using or attempting to use unauthorized technology, materials, information or study aids in any academic exercise (whether intentional or not) or taking any action designed to obtain unearned credit (points) in the class. When in doubt about what is authorized, students should consult their teachers.
- **Fabrication or other misconduct in research:** The term "fabrication" refers to unauthorized falsification or invention of any information (including research data) or any citation in any academic exercise; "misconduct in research" refers to any violation of ethical guidelines for attributing credit and authorship in research

endeavors, non-compliance with established research policies, or other violations of ethical research practice.

- **Plagiarism:** The term “plagiarism” includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work or sections of a work of another person without full and clear acknowledgement, (whether intentional or not). This includes any material copied directly or paraphrased from the Internet. The unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials, including material taken from or ordered through the Internet, also constitutes plagiarism.
- *Self-Plagiarism:* The term “self-plagiarism” refers to submitting work in whole or part that has already been submitted to and evaluated by one instructor to another instructor without permission from either of the two (or more) instructors. This includes work completed at another school or college.
- **Misuse of Generative Artificial Intelligence:** Generative Artificial Intelligence (AI) includes a number of software products that produce text, videos, graphics, and other products in response to a user prompt. In the classroom, it is the instructor’s prerogative to allow or prohibit use of AI in course assignments or assessments of student learning. This includes using generative AI to produce text for a writing assignment without proper citation of the prompt, software used, and text generated; using generative AI to paraphrase source text(s) without proper citation of the source material, software used, and suggested paraphrasing; using generative AI to edit/revise writing (including tools that automatically correct grammar and punctuation) without proper citation of the software used and the extent of changes made by the tool; using generative AI for graphic design assignments without proper citation of the prompt, software used, and generated images; and using generative AI to complete coding work without proper citation of the prompt, software used, and the generated code.
- **Facilitating academic dishonesty:** Assisting or attempting to assist another to violate any provision of this Academic Integrity Policy, whether or not that action is associated with any particular course, is considered academic dishonesty.

Academic Integrity Council (AIC) The 16-member Academic Integrity Council (AIC) consists of:

- seven voting student members;
- seven voting ranked faculty members;
- the Vice-Chancellor for Academic Affairs (or designee), who is the non-voting chair of the Council;
- the Director of Student Life and Development, ex-officio (without voting privileges);

Faculty members must not hold administrative appointments during the time of service on the Council. The Council is charged with overseeing Academic Integrity Hearings, and

the Council may convene an Academic Integrity Proceeding at its discretion. The Council may also undertake limited investigations to verify claims made in the documentation or testimony associated with an academic integrity case. It may also initiate other activities intended to educate the campus community or to generally foster academic integrity.

Voting members of the Academic Integrity Council are selected from nominations submitted by the campus community. Also, students and faculty who are interested in serving on the Council may self-nominate. All nominations should be submitted in writing (by memo or e-mail) to the Chair of the AIC, in care of the Academic Affairs office. Nominations are accepted at any time.

Terms: Student members of the council are appointed for one-year terms and may be reappointed for subsequent one-year term(s). Faculty members are appointed for staggered two-year terms and may be reappointed for subsequent terms.

Charge: The Academic Integrity Council is charged by the Vice-Chancellor for Academic Affairs to:

- 1) enforce the Missouri State University-West Plains academic integrity policy, following the procedures stated herein;
- 2) subject to approval of substantive changes by the Vice-Chancellor for Academic Affairs, Faculty Senate, and Board of Governors, periodically review these policies and procedures with input from the Student Government Association;
- 3) organize/conduct campus activities designed to educate members of the campus community on matters of academic integrity and the academic integrity policy and promote a campus-wide climate of academic integrity.

REPORTING ACADEMIC DISHONESTY

All members of the University community share the responsibility and authority to challenge and make known acts of apparent academic dishonesty. Any student, faculty member, or staff person who has witnessed an apparent act of student academic dishonesty or has information that reasonably leads to the conclusion that such an act has occurred or has been attempted, shall report this act so that multiple acts of academic dishonesty by the same student in different courses may be more easily detected. A form to facilitate this reporting is available at (see below). Confronting and reporting academic dishonesty can be done in a variety of ways, and people should choose the manner most appropriate for the circumstances.

Acts of apparent academic dishonesty that occur in the classroom may be reported directly to the course instructor of record, the course instructor's Department

Chair/Program Coordinator, or the instructor's direct supervisor. Incidences of apparent academic dishonesty, whether associated with a particular course or not, may also be reported directly to the Academic Integrity Council by contacting the Chair of the Council (the Vice-Chancellor for Academic Affairs or his/her/their designee) in the Academic Affairs office.

The Academic Integrity Council will not accept or act on anonymous reports but will hold in strict confidence the identity of any person reporting a suspected instance of academic dishonesty unless that person consents to having his/her identity revealed. If the act of academic dishonesty reported to the AIC is alleged to have occurred in a particular course, the AIC Chair will notify the course instructor of record about the allegation. If the instructor elects not to pursue the matter or if the reported allegation is not associated with any particular course, the AIC chair may convene an Academic Integrity Panel to conduct an Academic Integrity Hearing to explore the allegation provided that at least one person making an allegation is willing to be identified and to participate in the hearing.

ACADEMIC DISHONESTY NOT ASSOCIATED

WITH ENROLLMENT IN A COURSE

Any incident of alleged academic dishonesty by a student not enrolled in a particular course but sitting in the course for student duly enrolled (for example, taking a test for a dulyenrolled student) shall be reported directly to the AIC, which will convene a panel to address the alleged incident. Similarly, other incidents of alleged academic dishonesty committed by any student at Missouri State University-West Plains outside the context of enrollment in any particular course should be reported directly to the AIC, which will convene a panel to address the alleged incident. When the alleged violation involves a degree requirement not tied to a course, the Department Chair/Program Coordinator shall respond in a manner similar to what has been prescribed for the instructor of record.

ADDRESSING ALLEGED ACADEMIC DISHONESTY AND NOTIFYING THE AIC OF AN ALLEGED INCIDENT

Ideally, an allegation of cheating, plagiarism or other form of academic dishonesty committed within the context of a particular course is first addressed in a personal meeting between the instructor of the course in which the alleged violation occurred and the student involved in the alleged act. The student is allowed to present an explanation and relevant evidence at this meeting. If the allegation is dropped, no further actions are taken.

If the allegation is not dropped, the instructor of record will provide a written description of the incident and the proposed sanction(s) imposed (as described below) to the student, the Department Chair/Program Coordinator, and the Chair of the AIC using the Incident Report form on the Academic Integrity webpage. The report is maintained as part of AIC records so that repeat offenders may be more easily detected.

If the student accepts the instructor's decision with or without admitting a violation of the policy, the instructor shall then impose the sanction(s). If the student wishes to appeal the instructor's finding of academic dishonesty, the appeal process is described below in this section. In this case, a sanction will not be imposed until the appeal process is exhausted. The sanction of the instructor cannot be appealed.

When a report of academic dishonesty is received by the AIC, the AIC chair sends the student a letter informing the student that the AIC has received notice from the instructor of the alleged incident. The student is informed that the notice will be kept on file in the Academic Affairs office, and, by itself, will have no impact on the student's academic standing and progress at Missouri State University-West Plains. These letters are not part of the student's academic record and are only available to those with a legitimate need to know (see "Records" section). The student is also informed that should he/she/they ever be charged with another act of academic dishonesty, the previous notice may be taken into consideration.

Within 5 academic days of receiving the instructor's Academic Integrity Policy Violation Form, the student who wishes to appeal the allegation must submit to the Department Chair/Program Coordinator his/her/their own written summary of the grounds for appeal or review using the Student Appeal to the Department Head form which can be found on the Academic Integrity website's Student Resources webpage. If the instructor of record is also an administrator, the student must be advised in the report notice to them that the appeal is to be directed to the instructor's direct supervisor.

Before rendering a decision, the Department Chair/Program Coordinator (or direct supervisor) will review the documentation and meet separately with the instructor and the student who initiated the appeal. The Department Chair/Program Coordinator (or direct supervisor) must advise the instructor and the student using the Department Head Decision form

(https://cm.maxient.com/reportingform.php?MissouriStateUniv&layout_id=30) of his/her/their decision within 5 academic days of meeting with the student and must also inform the instructor and the student that either has the right to appeal the Department Chair/Program Coordinator's (or direct supervisor's) decision to the AIC. The Department Chair/Program Coordinator (or direct supervisor) must also send a copy of the Department Head Decision

form along with pertinent documents to the Academic Integrity Council in care of the Academic Affairs office. The Academic Integrity Council will maintain confidential files related to student academic dishonesty, and the Chair of the AIC will convene a panel to address repeated allegations of academic dishonesty that may accumulate against a particular student.

An instructor must allow a student who is appealing an allegation of academic dishonesty to continue attending class and submit course work until the right of appeal has been exhausted. If the student drops the class in which academic dishonesty is alleged to have occurred, either prior to or after the alleged dishonesty is detected (and an appeal is not granted), sanctions will still be imposed.

INSTRUCTOR SANCTIONS

The instructor of record can impose the following sanctions **only** if those sanctions are specified in the instructor's course policy statement, either by explicitly listing the sanctions or by a direct reference to the academic integrity policy, including directions for obtaining the policy on the web. Instructor sanctions that may be specified in course policy statements are:

- requiring remediation instruction on academic integrity;
- denying credit on an assignment and/or examination;
- requiring additional assignments and/or examinations;
- lowering the student's course grade;
- issuing a failing course grade ("F");

An XF grade can be recommended but not imposed by an instructor. The XF is the most serious of sanctions and should not be imposed lightly because of possible, significant ramifications for the student and his/her/their future. To recommend an XF, the instructor should note this on the violation report form

(https://cm.maxient.com/reportingform.php?MissouriStateUniv&layout_id=16) and include the *recommended* time period after which the student may petition for the XF grade to be replaced by the F grade (see Appeal for Removal of XF Grade"). The instructor may also request a hearing following the process described in the section "Instructor Request for an Academic Integrity Hearing" if he/she/they believe an XF grade is merited based on the nature of the incident.

STUDENT REQUEST FOR AN ACADEMIC INTEGRITY HEARING

If the dispute is not resolved at the departmental level to the satisfaction of the student, the student may submit a written Request for an Academic Integrity Panel Hearing [URL to be added when created] to the Academic Integrity Council, in care of the Academic Affairs office. Requests must be presented to the AIC within 15 academic days (days when

classes are in session) from the date of the department head's decision. The AIC chair or designee will select the date, time and place for the Academic Integrity Hearing. The student, the instructor, and the instructor's Department Chair/Program Coordinator (or immediate supervisor) will be notified in writing at least 4 days prior to the hearing and will be provided with information about the hearing. In addition, anyone lodging a confidential allegation with the AIC will be notified of the date, time and place of a hearing to address that allegation.

INSTRUCTOR REQUEST FOR AN ACADEMIC INTEGRITY HEARING

If a dispute is not resolved at the departmental level to the satisfaction of the instructor, or if the instructor believes a more severe sanction than those that can be imposed by instructors is warranted, (for example, suspension or dismissal) then the instructor may submit a written request to the Academic Integrity Council, in care of the Academic Affairs office, for an Academic Integrity Hearing. Requests must be presented to the AIC within 15 academic days (days when classes are in session) from the date of the instructor's imposition of sanction (if the instructor seeks additional sanctions), or from the date of the Department Chair's/Program Coordinator's decision (if the instructor is appealing that decision). The Chair of the AIC will notify the student in writing of the instructor's request for a hearing. An Academic Integrity Hearing initiated by instructor request will take place in the same manner as one initiated by a student appeal.

HEARINGS INITIATED BY THE ACADEMIC INTEGRITY COUNCIL

Under the following conditions, the Chair of the AIC, at his/her/their discretion, can convene a panel to conduct a hearing:

- A student is accused of a violation not associated with a class in which he/she/they are enrolled,
- Multiple violations are reported for the same student,
- A reported violation is particularly egregious as to warrant consideration of suspension or dismissal.

ACADEMIC INTEGRITY HEARING

An Academic Integrity Hearing is conducted by a five-member Academic Integrity Panel assembled by the Chair of the AIC for that purpose, plus an assistant to document the hearing (optional). The duty of all persons at an Academic Integrity Hearing is to assist in a thorough and honest exposition of related facts. The role of the Chair is to exercise impartial control over the Academic Integrity Hearing in order to achieve an equitable, orderly, timely and efficient process. The Chair is authorized to make such decisions and rulings as are necessary and proper to achieve that end, including such decisions and rulings as pertain to scheduling and to the admissibility of documentation.

Fostering academic integrity is best achieved when people confront academic dishonesty openly; however, it is also recognized that doing so can create personal risk in some situations. Therefore, people alleging academic dishonesty against a particular student will be allowed to participate in the proceeding by submitting written statements rather than appearing before the panel, under the condition that at least one person who has alleged academic dishonesty against a particular student is willing to reveal his/her/their identity to the student. When requested, other written statements may be confidential, and the identity of the person submitting a written statement known only to the AIC Chair. However, in order for any hearing to occur, at least one person (usually the course instructor) who has lodged an allegation of academic dishonesty against a student will participate in the hearing in order to ensure a fair examination of the allegation. Witnesses approved by the AIC Chair who have been requested to appear but cannot be present at a hearing because of scheduling problems may submit written statements. Statements must be signed, dated, and received by the Academic Affairs office at least 24 hours prior to the time the hearing is to commence. The contents of submitted written statements will be disclosed during the hearing and will enter into the deliberations of the panel. The AIP may at its discretion interview a person submitting a confidential written statement in a closed session but will not be required to do so. A confidential written statement can be used to support other evidence of academic dishonesty but cannot be used as the sole basis for a finding of dishonesty. A person wishing to maintain confidentiality should recognize that confronting dishonesty openly and directly may have greater impact than a confidential written statement.

The sequence of an Academic Integrity Hearing is necessarily controlled by the nature of the incident to be investigated and the character of the information to be examined. It thus lies within the judgment of the chair to fashion the most reasonable approach. The following steps, however, have been found to be efficient, and are generally recommended:

- Prior to the hearing, members of the AIP will review all materials submitted by both the instructor and the student, as well as documents presented by other interested parties. The panel may request additional material or the appearance of other persons at the hearing.
- At the discretion of the Chair, the materials to be reviewed by the AIP may also include information about prior incident of academic dishonesty in which the student has been involved and which have been reported to the Academic Integrity Council if, in the judgment of the Chair, that information is relevant to the current allegation.
- Alternatively, the Chair may withhold from the AIP information about prior incidents until after the panel has reached a decision on the current allegation if, in the judgment of the chair, the prior incident(s) is/are not directly relevant to the

allegation at hand. However, if the current allegation is upheld and there are prior incidents of academic dishonesty that have been reported to the AIC, the details of the prior incident(s) will be revealed to the AIP at the conclusion of their deliberation. Now functioning as an AIC-initiated hearing, the panel may then be asked by the Chair to determine if it wishes to impose additional sanctions because of the repeated offenses.

- Witnesses who have direct knowledge related to the allegation (and who have been approved by the Academic Integrity Council Chair 48 hours prior to the hearing) may be requested by either the student or instructor to appear at the hearing. Generally, no more than two witnesses will be approved for either side, and they must be able to provide information/viewpoints. Each witness will be given a few minutes to provide testimony and then must be willing to answer questions from the panel and others participating in the Academic Integrity Hearing.
- The student against whom an allegation has been lodged may present relevant information or arguments before the panel. If a documented disability prevents the student from communicating effectively and this is an approved educational accommodation, a non-attorney spokesperson may speak on behalf of the student. This does not preclude the student from being directed to testify and to reply to questions directed to him/her/them. The AIC must be notified, with documentation, at least 48 hours prior to the hearing for a spokesperson to be recognized.
- The student against whom an allegation has been lodged may be accompanied by an interpreter, pre-approved by the Chair of the AIC 48 hours prior to the hearing. It is the student's responsibility to arrange to have an interpreter present at the hearing. The student, not the interpreter, interacts with the panel members.
- Both the student against whom an allegation has been lodged and the instructor have the right to be assisted by an advisor they choose at their own expense. This advisor may be an attorney. The student/instructor is responsible for presenting his, her, or their own information and, therefore, advisors are not permitted to speak or to participate directly in the hearing. It is the responsibility of the student/instructor to request AIC Chair approval for the advisor at least 48 hours prior to the hearing.
- In consideration of the limited role of advisors and the compelling interest of the University to expeditiously conclude the matter, the work of an AIP will not, as a general practice, be delayed due to the unavailability of an advisor.
- If the student against whom an allegation has been lodged has been properly notified of the proceeding, but fails to appear, the hearing may take place in his/her/their absence and the panel's decision will be binding. Only under exceptional circumstances (to be determined by the Chair of the Academic Integrity Council) will a new hearing be granted on the basis of absence. A student who is unable to attend because he or she is no longer residing in the area may

arrange to participate in the proceeding via videoconferencing or other longdistance communication techniques.

- The instructor, the student, and all members of the AIP may question any person giving testimony.
- The instructor, and then the student, may make summary statements of up to five minutes to close the hearing.
- The presence of others at an Academic Integrity Hearing lies within the judgment of the Chair. An Academic Integrity Hearing is a confidential investigation. It requires a deliberative and candid atmosphere free from distraction. Accordingly, it is not open to the public or other “interested” persons; however, at the student’s request, the Chair may permit a student’s parent(s) or legal guardian(s) and/or spouse to observe and may permit a limited number of additional observers. This request must be submitted to the Chair for approval 48 hours prior to the hearing. The Chair may cause to be removed from the Academic Integrity Hearing any person who disrupts or impedes the investigation, or who fails to adhere to the rulings of the Chair. The Chair can also require that witnesses remain outside the hearing room except for the time when they are testifying.
- It is the responsibility of the person desiring the presence of a witness before an AIP to ensure that the witness appears. Because experience has demonstrated that the actual appearance of an individual is of greater value than a written statement, the latter is discouraged and should not be used unless the individual cannot or reasonably should not be expected to appear. The work of an AIP will not, as a general practice, be delayed due to unavailability of a witness.
- At the discretion of the AIC Chair, the hearing may be extended to allow for additional discussion and investigation. If new information is revealed as the result of further investigation, the student and/or instructor will be given the opportunity, as appropriate, to comment on it before the final vote of the panel.
- After the hearing, the AIP may meet privately to discuss the case. The panel will reach a finding by a simple majority vote. The Chair is a non-voting member of the panel.
- The AIP will determine a student has engaged in academic dishonesty only when such a conclusion is warranted by compelling, convincing evidence presented at the hearing. If this is not the case, the AIP will dismiss the charge of academic dishonesty.
- If the charge is dismissed, the student will suffer no penalties for the alleged infraction, including any prior penalties imposed by the instructor or anyone else in regard to that alleged infraction.
- The AIC Chair shall provide the student, the instructor, the Department Chair/Program Coordinator, the instructor’s division Dean, the Vice-Chancellor for Academic Affairs, and, if the student’s record is affected, the Office of Registration and Records, a written report of the AIP’s determination. A copy of the panel’s report will be maintained in the Academic Affairs office.

- If an allegation is upheld by an AIP, the Chair shall advise the student of his/her/their right to request a review of the panel's findings of responsibility and/or the sanction(s). (See "Review and Appeal Processes")
- If an allegation is upheld and the sanction is a grade of XF, the AIP will make a recommendation on when the "X" part of the grade might be removed if appealed by the student. The student will be notified of this recommendation.
- An Academic Integrity Hearing is not a trial. Formal rules of evidence commonly associated with a civil or criminal trial may be counterproductive in an academic investigation and hearing and shall not be applied. The Chair will accept for consideration all matters that reasonable persons would accept as having probable value in the conduct of their affairs. Unduly repetitious, irrelevant, or personally abusive material will be excluded.

ACADEMIC INTEGRITY COUNCIL SANCTIONS/RECOMMENDATIONS

In cases where an AI hearing is initiated by the AIC Chair, if the AIP finds it is more likely than not that an attempted or actual act of academic dishonesty was committed by the student, the panel may impose any of the following sanctions/recommendations:

- lowering of grades;
- XF grades;
- denial of privilege to represent the University in any intercollegiate activity;
- required service to the University and/or required service to the community;
- recommendation to the Vice-Chancellor for Academic Affairs for suspension or dismissal;
- recommendation to the Vice-Chancellor for Academic Affairs that a degree already granted be revoked, even if all degree requirements are met.

These sanctions may be in addition to the sanctions imposed by the instructor and will be based on materials presented at the hearing and the perceived intent on the part of the student. An XF grade imposed by the panel will supersede any grade sanction imposed by the teacher.

In addition, the panel may require a student to complete remediation instruction on academic integrity.

When an XF grade is involved, the panel will also inform the student that he/she/they can appeal to have the X removed from the grade after a minimum of one year.

Generally, subsequent findings of academic dishonesty, premeditated dishonest acts, and falsification of papers or conspiring with others to commit any academic dishonesty will merit more severe sanctions, including the possibility of suspension or dismissal from the university.

REVIEW AND APPEAL PROCESSES Request for

Immediate Review: The student, the person reporting a violation, or an AIC

Chair may request review of the panel's decision relating to whether an act of academic dishonesty occurred and/or the sanction(s) the panel imposed. (For recommendations of suspension or dismissal, see above).

- A written request must be received within 15 academic days (days when classes are in session) after the AIC's written decision is sent to the student.
- The AIC will notify the instructor/student (or other person lodging an allegation) and the Department Chair/Program Coordinator and the Vice-Chancellor for Academic Affairs of the request for review.
- The instructor/student will be provided a reasonable opportunity to make a written response to be considered in the review process.
- Three voting members of the AIC who did not take part in the original hearing will review the original panel's decision. Only AIC members and the Chair will be present at this review panel.
- Evidence considered in this review will include the record of the original hearing and the written information submitted by the student and other parties having relevant information.
- Sanctions imposed by the instructor may not be reduced.
- Sanctions imposed by the first panel may be reduced only if found to be grossly disproportionate to the offense.
- Review decisions will be by simple majority vote.

Second AIP Hearings: A review panel may overturn the decision of the original AIP and call for a second AIP hearing.

- Cases may be referred to a new proceeding if:
 - bias or procedural errors were so substantial as to effectively deny the accused student or person reporting the violation a fair hearing, or
 - if new and significant documentation has become available that could not have been discovered before or during the original hearing.
- The new AIP will consist of five voting members of the AIC who did not participate in either the original AIP or the review panel.
- No indication or record of the initial hearing will be introduced or provided to the members of the new AIP, except at the discretion of the Chair of the AIC.

If the recommended sanction is to suspend or dismiss a student is approved by the ViceChancellor for Academic Affairs, a notation will be made on the student's transcript that the suspension or dismissal was for reasons of academic dishonesty. The student may submit a written appeal to the Chancellor within 10 academic days (days when classes are in session) of notification of the sanction. Regardless of whether an appeal is filed, dismissal requires approval by the Chancellor.

Petition for Removal of XF Grade: After a period of one year has elapsed since the grade of XF was imposed, a person who received a grade of XF (whether or not currently enrolled as a student at Missouri State University-West Plains) may file a written petition to the AIC to have the grade of XF removed from the transcript and permanently replaced with the grade of F. The petition should reflect on the effect this experience has had, including but not limited to any changes in behavior, attitude about personal integrity, and/or level of remorse. Three letters of reference must be submitted along with the petition. These letters should be from unrelated individuals who are in a position to evaluate the character of the student, any changes in the student's attitude about academic integrity, and/or the level of remorse. After submission of all required materials, the petitioner shall meet with a representative of the Academic Integrity Council (in person or by phone) to discuss the grounds for the petition.

The decision to remove the grade of XF and replace it with an F shall rest in the discretion and judgment of a majority of the entire Academic Integrity Council, which will review the case. This review will include consideration of any recommendation indicated by the AIP that originally considered the case (if applicable) and/or any recommendation indicated by the instructor. The AIC will also attempt to certify that to the best of its knowledge the student has not been found responsible for any other act of academic dishonesty or similar disciplinary offense at Missouri State University-West Plains or another institution. If this is the case, the AIC will consider how the student has been changed by, and learned from, the experience. Generally, unless a compelling case for removal is made, the grade of XF is not to be removed for acts of academic dishonesty requiring significant planning, involving repeated offenses, or accompanied by threatening or disruptive behavior. The decision of the AIC at initial review shall not be subject to subsequent AIC review for four years, unless the AIC specifies an earlier date on which the petition may be reconsidered. AIC determinations pertaining to the removal of the XF grade penalty may be appealed to the Vice-Chancellor for Academic Affairs.

REVOKING AND GRADE/DEGREE

If an instructor discovers academic dishonesty after final grades have been assigned and wishes to retroactively impose an F or recommend an XF grade for the course as a

sanction for the academic dishonesty, the instructor must submit an Incident Report to the chair of the Academic Integrity Council, with copy to the instructor's Department Chair/Program Coordinator and Division Dean. In order for an instructor to be able to impose a sanction, the Incident Report must be received by the Academic Integrity Council within 5 calendar years of the last class meeting day of the course in which the alleged academic dishonesty took place. In the case of an act of alleged academic dishonesty not associated with enrollment in a class, an Incident Report must be received by the Academic Integrity Council within 5 years of the date of the alleged act. After 5 years, an instructor can no longer impose any direct sanction for an alleged infraction; however, alleged academic dishonesty may be reported to the AIC regardless of how much time has passed since the alleged act.

The incident report from the instructor shall include a detailed description of the alleged academic dishonesty and the intended sanction. The chair of the Academic Integrity Council will notify the student of the allegation by certified letter with return receipt. The student will be allowed full appeal rights as outlined in the following sections of this policy: "Addressing Alleged Academic Dishonesty" and "Notifying the AIC of an Alleged Incident" and "Student Request for an Academic Integrity Proceeding." When the appeal process has been concluded, if the allegation is upheld and if it was brought forward within the five-year time limit, the instructor's recommended sanction (F) will replace the original grade. If the revocation of a course grade affects the student's graduation status because the course was necessary for graduation, a degree that has been granted will be revoked.

The Academic Integrity Council can at any time and at its discretion recommend to the Vice-Chancellor for Academic Affairs that a degree be revoked even if all degree requirements have been met, in cases where the academic dishonesty, including misconduct in research, is egregious and/or occurred multiple times. A recommendation to revoke a degree even if all degree requirements were met requires an affirmative vote of at least 12 of the 16 voting members of the Council. The Vice-Chancellor for Academic Affairs' decision to revoke a degree requires the concurrence of the Chancellor of the Missouri State University-West Plains campus. The decision to revoke a degree may be appealed by the student to the Board of Governors, which may or may not consider the appeal.

ACADEMIC INTEGRITY RECORDS

Academic integrity records are subject to the Family Educational Rights and Privacy Act

(FERPA) and the Missouri State University-West Plains Policy Regarding Personally Identifiable Student Records. Academic integrity records are maintained in Academic Affairs Office.

Academic integrity records are records related to a particular student, including but not limited to: allegations and findings of academic integrity violations; appeals by the student or an instructor, and the outcomes of those appeals; confidential statements; reports of Academic Integrity Panel determinations; and notifications of outcomes as described in the *Student Academic Integrity Policies and Procedures*.

Academic integrity records that include the sanctions of an XF grade, suspension, or dismissal shall be permanently maintained in the Academic Affairs office.

Academic integrity records that include lesser sanctions shall be maintained for seven years from the date the sanction was imposed or the student graduated from/left the University, whichever is later.

SUMMARY AND CREDITS

Consistent with the public affairs mission of Missouri State University-West Plains, these student academic integrity policies and procedures are intended to foster academic integrity at this University. The Academic Integrity Council includes both student and faculty representation and is responsible for addressing allegations of student academic dishonesty that are not dismissed after a meeting of the instructor and the student and those allegations not resolved upon appeal to the Department Chair/Program Coordinator or that involve dishonesty occurring outside the context of enrollment in a particular course. The Council may also undertake other activities to promote a climate of academic integrity at Missouri State University-West Plains.

The introduction to this document is based on *Missouri State University-West Plains Declaration of University Community Principles*, and on the Missouri State University *Faculty Handbook*. The document also includes selected material from the *University of Maryland Code of Academic Integrity*, used with permission from the Office of Academic Affairs, University of Maryland. Also included are concepts from *Synthesis: Law and Policy in Higher Education*, Vol. 9, Number 1, Summer 1997.

The document is also based on *Missouri State University-Springfield Student Academic Integrity Policies and Procedures* revised policy of August 2023.

Approved by Faculty Senate May 3, 2024

Line of Authority:

Responsible administrator and office: Vice-Chancellor of Academic Affairs

Contact Person in that Office: Dr. Michael Orf

Approved by the Chancellor: September 4, 2024

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.....



Course Syllabus

Course Name, Number, Section

Semester 20XX; Start Date – End Date

Course FORMAT (in-person, online, hybrid) Meeting Times, and Location (# cr.)

Instructor Contact Information

[Delete this text before providing to students: Here you will provide your contact information, preferred way of addressing, a short self-introduction (1-2 sentences), and what students can expect when they communicate with you.]

Instructor: Instructor Name

Office: Office building and number

Phone: Office phone number and/or contact phone number

Email: MSU-WP email address

Office Hours: Consider including availability for a variety of access types (in-person, virtual, email).

Catalog Description

[Delete this text before providing to students]

Include the official [course catalog](#) description, including prerequisites (if applicable).

Course Rationale/Purpose

[Delete this text before providing to students How does this course fit into the overall “big picture”. Example: In this course we will discuss the characteristics of adult learners and how those characteristics influence how we develop and teach our courses. I will provide you with strategies for curriculum development and instruction that support and engage adult learners. You will have the opportunity to apply these strategies to the development and teaching of your own courses.]

Course Materials

[Delete this text before providing to students: in this section you will provide a list of any textbooks, course materials, and technology/special software required for your course. It is recommended that textbooks be listed on the first page of the syllabus.]

Textbook: Include required and optional textbook citation with title, edition, author and ISBN#, any software, and all other course materials.

Technology: Establish the type(s) of technology students will need to be able to fully participate in the course; for example: WebEx, Microsoft Teams, or Zoom videoconferencing platform, webcam (integrated into computer or separate), microphone (integrated into computer, separate, or part of headphones), speakers (integrated into computer or part of headphones). You may also share a link to [computer help desk](#) on the MSU-WP campus.

Course Learning Outcomes/Objectives

[Delete this text before providing to students: Include course-learning outcomes that address the question, “Why is this course useful?” The outcomes should be broadly written to focus on what students will learn and what skills they will develop.]

Upon completion of this course, you will:

- **[list learning outcomes here, be sure to use the built-in bulleted styles to maintain accessibility]**
-

General Education, Program, or Degree Learning Outcomes/Objectives

[Delete this text before giving to students: If applicable, include general education, program, or degree LOs. (Eliminate the title of items not used in this course.)]

General Education Goals:

- 1. Communication: The ability to use language system to share meaning.**
- 2. Critical Thinking: The ability to evaluate data and solve problems.**
- 3. Information Management: The ability to locate and evaluate information on various criteria.**

4. **Collaboration:** The ability to work with others to accomplish a task or create a product.
5. **Public Affairs:** The ability to purposely engage as part of a community and citizens of the world.

Program Outcomes:

- 1.
- 2.
- 3.

[Delete this text before giving to students. Note: FACULTY should choose one of the following for inclusion in their course syllabi.]

Generative AI is prohibited

The use of Generative AI for any assignment, either in part or in whole, is not permitted in this course and will be considered a violation of the university's Academic Integrity Policy and treated as plagiarism.

Generative AI is limited

The use of Generative AI is limited to specific assignments with proper citation. It may be used with permission of the instructor for [named assignments], but not for [named assignments]. If you are concerned about using AI and citing it properly, speak with the instructor. Any misuse or improper documentation of AI will be considered a violation of the university's Academic Integrity Policy and will be treated as plagiarism.

Generative AI is permitted

The use of Generative AI is permitted for any assignment with proper citation. You are responsible for verifying information generative by AI and for citing it correctly. You must adhere to these guidelines, as any misuse or improper documentation of AI will be considered a violation of the university's Academic Integrity Policy and will be treated as plagiarism.

Attendance Expectations

This section should contain policies specific to your course such as participation, communication expectations, late assignment policy and grading information.

Link to the [Attendance Policy](#) which addresses excused absences for participation in university-sponsored events, personal illness or, family and/or other compelling circumstances. Describe your specific course attendance policy for unexcused absences.

[Example Online Statement] Because of the nature of an online course, participation will be measured by your active involvement in the activities on Blackboard (weekly discussions and completions of assignments, quizzes, etc.). Simply logging into the course site does not count as participation.

Assignments/Assessments

[Delete this text before giving to students: Provide assignment details, which include descriptions, types (e.g., essay, quiz), deadlines, point value, and expectations.

List assignments/assessments. Consider connecting the assessment to the course learning outcome it supports. This student-centered practice helps students see purpose in the work they are doing, and its connection to the overarching goals of the course.

Description	Points per Assignment	Total Points	Percentage of total points in course	Course Outcomes Assessed	Outcomes Introduced or Reinforced	General Education Outcomes Assessed	Program/Industry Outcomes Assessed
Discussion board	25	175	17.5%	1,2,5,8	I, R	2,3	PL0 4
Tests/Quizzes	xxx						
Writing Assignments	xxx						
Projects	xxx						
Presentations	xxx						
Lecture Exams	xxx						
Final Exam	xxx						

Quizzes: [provide description – delete if not applicable Points per assignment could be placed here instead of column in chart.]

Exams: [provide description – delete if not applicable- Points per assignment could be placed here instead of column in chart.]

Written Assignments: [provide description – delete if not applicable Points per assignment could be placed here instead of column in chart.]

Discussion Board: [provide description – delete if not applicable Points per assignment could be placed here instead of column in chart.]]

Grading and Grading Scale

[Delete this text before giving to students: Communicate *how* students will be evaluated, including a grading scale, value of assignments, and if you grade on a curve. Example included below. Include assignment, points, percentage, and final grade scale with point totals. Be sure to indicate whether you are using a weighted or non-weighted grading scale. Consider including the University link to the which includes information about grading options, withdrawals, and repetition of courses.

Example: A total of 680 points can be earned in this course. Your final grade is determined by the total number of points you earn for each of the course activities (breakdown listed in the Grading Scale Table below).

Final grades will be determined using the total points you earned during the semester:

Assignment	Total Points
Module Discussions: 4 total, 20 points each	80
Online Quizzes- 12 Total, each worth 25 points	300
Tests- 2 Total, 1 ‘Mid-term’ 1 ‘Final’	200
Two (2) Reflection Assignments- Each worth 50 points	100
Total	680

Final grades will be determined using the total points you earned during the semester:

Points	Percentage	Grade
680-612	100 - 90	A

611-544	89 – 80	B
543-476	79 – 70	C
475-408	69 – 60	D
407-0	59 – 0	F

HOW TO BE SUCCESSFUL IN THIS COURSE

To be successful in this course, I ask that you focus on these key things:

- **Be prepared.** This course asks that you prepare for class by reading and reviewing content on a weekly basis. As your instructor, I will guide your learning and facilitate discussion.
- **Be an active participant.** To be successful in this class, you must be involved and participate in the learning process.
- **Take steps to avoid distractions while you are working on homework.**
- **Be respectful.** In this course, we will be exposed to a variety of backgrounds and opinions that may differ from our own. Everyone in this class should feel comfortable expressing their viewpoints and concerns. We are each an important part of creating the atmosphere that makes this possible.
- **Act with integrity.** As a part of a learning community, you are expected to choose to act with integrity in all your classes, including this one. For clarification on academic integrity and to avoid unintentionally violating academic integrity, read the Academic Integrity policy listed on the [MSU-WP Policy Webpage](#) . If you have any questions about what constitutes a violation in academic integrity, or any other issues related to academic integrity please ask me.

Tutoring Availability: [describe tutoring options for students if available – delete if not applicable]

University Policies

You are welcome to copy and paste [University Syllabus Policy Statements](#) (Springfield link) or [MSU-WP Policies](#), or [Master Syllabus](#) into your syllabus. However, you may consider using the language below and linking to policies.

The purpose of the [University Syllabus Policy Statements](#) (Springfield link) or [MSU-WP Policies](#), is to support teaching and learning on the Missouri State campus. The established policies are in place to ensure that students, faculty, and staff may pursue academic endeavors with as few obstacles as possible.

As a student at Missouri State University, you are a part of the university community therefore, you are responsible for familiarizing yourself with the [University Syllabus Policy Statements](#) (Springfield link). These policies cover topics such as nondiscrimination, disability accommodation, academic integrity, among many others. For program and course specific policies please refer to the individual course syllabus provided by your instructor.

Linking will allow you to not have to update your syllabus should policies change. Note: Only link to policies if you are sharing your syllabus in an online format.

COPYRIGHT & FAIR USE

This course may contain copyrighted material, the use of which may not have been specifically authorized by the copyright owner. This material is available in an effort to explain issues relevant to the course or to illustrate the use and benefits of an educational tool. The material contained in this course is distributed without profit for research and educational purposes. Only small portions of the original work are being used and those could not be used easily to duplicate the original work. This should constitute a 'fair use' of any such copyrighted material (referenced and provided for in section 107 of the US Copyright Law).

If you wish to use any copyrighted material from this course for purposes of your own that go beyond 'fair use', you must obtain expressed permission from the copyright owner.

COURSE CALENDAR

[Delete this text before giving to students: Provide a comprehensive course calendar that includes assigned readings, assignments, activities, etc. and their due dates. Additionally, you may want to include important drop/withdrawal dates. You may also consider providing students the course calendar as a separate document for ease of printing. Example provided below:]

Week	Date	Readings	Assignments & Due Dates
1	1/13-1/19	Chapter 1: Becoming a 21st Century Teacher	Microsoft Word Assignment due 1/19 by 11:59 p.m.,

			Icebreaker discussion due 1/19 by 11:59 p.m. Chapter 1 Discussion • initial response to prompt due 1/16 by 11:59 p.m. • peer engagement due 1/19 by 11:59 p.m.
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MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 511-25

Approval of Employment

Agreements for University Athletics

WHEREAS, the University desires to employee those Athletic Coaches/Administrators designated in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

WHEREAS, the University desires to continue the employment of those Athletic Coaches/Administrators designated as Continuing Employees in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreements.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the West Plains Chancellor to execute the applicable Employment Agreement for Athletics for individuals listed in Schedule 1.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

Comments:

Individuals listed may also be eligible to earn achievement payments contingent upon the athletic success of certain athletics teams, pursuant to the terms of their Employment Agreement.

Schedule 1

Coach/Administrator's Name	Area	Position	Contract Salary	Designation
Aubrie Brooks	Softball – West Plains	Head Coach	\$52,500 annual	New Employee
Matthew Hughes	Rodeo – West Plains	Head Coach	\$60,000 annual	Continuing
Jared Phay	Men's Basketball – West Plains	Head Coach	\$66,151 annual	Continuing
Kadem Tharp	Baseball – West Plains	Head Coach	\$54,075 annual	Continuing
Jakob Woods	Baseball – West Plains	Assistant Coach	\$40,000 annual	Continuing
Toby Rens	Volleyball – West Plains	Head Coach	\$60,000 annual	New Employee

SGA Report for the Board of Governors

Friday, June 13, 2025

The Student Government Association is honored to represent Missouri State University. Collin Chastain will serve as Student Body President alongside his Vice President Sam Wang, Chief of Staff Mia Ray, and Senior Class President Bekah Gunter. This team is excited to “Build the Foundation” for current and future students attending Missouri State. Below are our platform goals for the 2025-2026 academic year.

Financial Services

We believe Missouri State thrives as an accessible institution serving first-generation, international, nontraditional, and transfer students who rely on affordable education.

Below are the agenda items we will advocate for in Student Government Association:

- Reducing financial burdens for textbooks, parking passes, and other student expenses.
- Expanding student opportunities to travel and attend conferences.
- Ensuring clear, accessible SOFAC guidelines and equitable funding for organizations.

Academic Services

We recognize the need for consistent, student-centered practices, which can be strengthened through stronger relationships between the Student and Faculty Senates.

Below are the agenda items we will advocate for in Student Government Association:

- Expanding open educational resources and textbook accessibility.
- Advocating for fair, consistent policies on AI usage, inclement weather decisions, academic integrity, and learning management systems.
- Enhancing GEP 101 and UHC 110 to better support student success and opportunity.

Community Services

We will prioritize community development initiatives by strengthening university connections and bringing back college pride and excitement.

Below are the agenda items we will advocate for in Student Government Association:

- Enhancing university-government relations through SGA Day at the Capitol.
- Boosting engagement among the student body and athletics.
- Expanding volunteer opportunities for students.
- Recognizing and supporting multicultural organizations.

IX.B.

Student Affairs Report
Missouri State University Board of Governors
June 13, 2025

The Division of Student Affairs' mission is to support student success, foster student engagement, inspire a commitment to public affairs, and instill pride and tradition. Highlights since the last Board Meeting in May include:

Bookstore:

- **May 2025 Commencement (at the Bookstore & Team Store)** –Graduates received a final 20% discount on BearWear, souvenirs and grad frames on commencement day. In the bookstore we sold \$22,000 worth of merchandise, and at the Team Store in the Great Southern Bank Arena, sold an additional \$10,300. Grad frames were a big hit with graduates as we sold over 45 frames on commencement day! It was a great day for the stores, as well as our new Missouri State Alumni and their families ... Go Bears!
- **Bookstore 2025 Annual Tent Sale** –From the end of April through early May, the bookstore held its annual tent sale event. Although it was a challenging week with a lot of rain and our “tent” sale inside for 3 of the 5 days, total clothing sales during this week were over 77k with the discounts for the week totaling over 88k for our customers. Discounts started at 50% off and ended the week at 75% off. A huge savings opportunity for all our customers, and a great way for the bookstore to move out the last of our remaining inventory to make room for the new products to come in over the summer and into the new academic year.

Campus Recreation:

- **Facility Enhancements Completed:** Significant upgrades were finalized this semester, including the installation of new AV equipment to support fitness classes, digital displays to improve marketing and communication, and the full installation of new flooring in the climbing wall area to enhance safety and user experience.

Plaster Student Union:

- The two projects approved recently have both begun. Demolition and early framing within Chick-fil-A are underway. Equipment has been ordered and will arrive later this summer. The roof replacement project has been completed. Skylight replacement will take place once the materials arrive on site and a schedule is agreed upon.
- The Bear Pantry received an in-kind donation of oral hygiene products valued at more than \$3,000.

Magers Health and Wellness Center:

- Initiated a soft launch of self-check-in kiosks to our center. This will allow our clients to check in quickly for their appointments. Other upcoming enhancements will include updating contact and insurance information and completing surveys.
- Presented to the BEARSWIN Advisory Committee on April 25th. To that date we have provided psychiatric services for 107 unique patients over 1,305 visits. The costs of these visits were offset by a total of \$20,000 by using the BEARSWIN Women's Impact Network and investing in our students' well-being.

Public Affairs Support:

- Public Affairs Support presented at the Board of Governors May meeting and awarded three faculty and three staff the Board of Governors Excellence in Public Affairs awards. These are considered the top public affairs awards for faculty and staff on campus.
- We had a brainstorming meeting with representatives from past conference chairs, faculty, staff and students to develop ideas for the 2026-2027 public affairs theme. Ideas are developing and should have a theme identified by the start of the fall 2025 semester.
- Began early stages of planning for spring 2026 Public Affairs Week.
- Launched fall 2025 Public Affairs Conference website a week early.

Dean of Students Areas:**Dean of Students Office:**

- The Behavioral Intervention Team completed their year-end assessment which will provide data to create their team goals for the 2025-2026 academic year. The team continues to meet throughout the summer as students are referred for services. Additionally, the team will participate in different training sessions.
- The Student Government Association recently appointed their 2025-2026 cabinet members and each of them will start researching different ideas to begin working on.

Office of Student Conduct:

- As of May 15, 2025, there have been 459 conduct meetings held during the 24-25 Academic Year. This in comparison to 379 conduct meetings held during the 23-24 Academic Year (defined as August 1, 2023 – July 31, 2024)
- The Office of Student Conduct started tracking Investigation Meetings held during student organization misconduct investigations in March 2025. Since tracking has begun, there have been 31 individual investigation meetings happening across 8 student organization misconduct investigations.
- The Office of Student Conduct took a 90-day sample of their weekly social media program What Would Boomer Do Wednesdays and found in this sample that we reached 516 individual accounts on Instagram, achieved 1022 post views, and had 87-100% accuracy on the poll question of how Boomer can be compliant with policy in challenging scenarios.

Career Center

- For the entire 2024-2025 Academic Year, there were 2,510 Completed appointments and 793 Drop-In appts for this academic year
- During the span of May 1-May 20th, there were 61 Completed appointments and 5 drop-in appointments. 43% of appointments were seniors (Most needing job search assistance, resume/LinkedIn Help, etc.).
- The number of Handshake Jobs (job posting platform) posted in May was 21,592.

Residence Life, Housing and Dining Services:

- The Residence Hall Association program, Ramadan with RHA, was chosen as the national program of the year for the National Association of College and University Residence Halls. This is a highly competitive award that went through multiple levels of selection. Chase Cappello presented her award-winning bid at the national conference May 22-25, 2025.

- A satisfaction survey for students living in university housing indicated:
 - 95% of students feel safe in their room and 94% feel safe in their residence hall.
 - 94% of students said living on campus enhanced their ability to meet other people.
 - 95% of students feel accepted by other students on their residence hall floor.
 - 96% of students were satisfied with their building placement when assigned by residence life.
- 3,852 students have started housing contracts. This is up 2.64% from the same time last year. 3,392 students have room assignments for the 25-26 academic year. We continue to be in communication with students who do not have complete housing contracts so we can support complete applications and enrollment.

Student Support and Opportunity:

Access & Success--

- 398 students were active participants
- 134 students made Dean's List
- 40 students graduated in the May 2025 Commencement Ceremonies

TRIO Upward Bound--

- 91% of the graduating class has been admitted into a post-secondary institution
- 50% of graduating class is attending MSU in the fall of 2025
- Program is at maximum capacity with a waitlist- 3 years in a row
- NEW Programming - Public Affairs Focus - Service Learning course in development and pilot phase for 2025 Summer Academy. The course is in partnership with the Service-Learning Department and Leadership Springfield. Hope to offer Dual Enrollment course next year

Student Resource Center--

- The Office transitioned from MJPW Multicultural Resource Center to MJPW Student Resource Center (Bear Cave)
- The Student Resource Center (SRC) hosted a total of 36 events which engaged approximately 2,747 student participants.

Engaged Citizen Award Program (ECAP)--

- 306 active student participants; average GPA 3.22
- 250 new award offers made for Fall 2025
- 5300 hours of community service completed total for the academic year

Respectfully submitted by,

Dr. Dee Siscoe,
Vice President for Student Affairs

XI.A.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BIDS & QUOTATIONS NO. 1632-25

Approval of a project budget and construction management at risk firm with authority to enter into an agreement for professional construction management services in conjunction with the renovation at Cheek Hall

BE IT RESOLVED by the Board of Governors for Missouri State University that the project budget in the amount of Sixteen Million Nine Hundred Thousand and 00/100ths dollars (\$16,900,000.00) for the renovation at Cheek Hall be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the financial plan be established as follows:

Project Budget	
Consultant Fees	\$1,499,714.00
Preconstruction Manager Fees	\$62,090.00
Construction Costs	\$12,972,231.43
Other Construction Costs	\$199,779.00
Project Administration	\$416,185.57
Construction Contingency	\$1,300,000.00
Furniture, Fixtures, and Equipment	\$180,000.00
Telecommunications	\$210,000.00
Relocation Costs	\$60,000.00
Total Project Budget	\$16,900,000.00
Funding Source	
Cheek Hall Renovation budget	\$16,900,000.00
Total Funding Source	\$16,900,000.00

BE IT FURTHER RESOLVED by the Board of Governors of Missouri State University that the professional construction management services of The Whiting-Turner Contracting Company in conjunction with the renovation at Cheek Hall be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that The Whiting-Turner Contracting Company perform this work for a fixed fee of Thirteen Million Thirty-four Thousand Three Hundred Twenty-one and 43/100ths dollars (\$13,034,321.43) for Preconstruction Manager Fees and Constructions Costs.

BE IT FURTHER RESOLVED that this be paid from the Cheek Hall Renovation budget funded by National Institute of Standards and Technology Funds, State of Missouri ARPA Funds, CNAS Other Enrollment Fees budget, CNAS Reserve budget, Provost One-Time Funding budget, and Telecommunications and Networking budget.

BE IT FURTHER RESOLVED that the Vice President for Administration and Finance or the University Architect and Director of Planning, Design and Construction be authorized to sign the agreement with the firm selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above project budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this project as long as the approved project budget is not exceeded.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

Approval of this resolution will provide professional construction management services for the Center for Transformational Education for Life, Physical, and Health Sciences in Cheek Hall. The project renovates Cheek Hall to better serve the needs of students, faculty, staff, and the campus community. It presents a strategic opportunity for the university to address long-standing deferred maintenance issues, improve the facility's overall functionality, and expand academic capacity in computer science, software development, mathematics, and data science disciplines critical to meeting the demands of a rapidly evolving workforce.

Cheek Hall was originally constructed in 1955. Due to the age of the building envelope and building systems, this project will focus on prioritizing and resolving these issues while reconfiguring and updating interior space usage and finishes. Upgrades will include the exterior envelope, mechanical, electrical, plumbing, and life safety systems. Approximately 43,400 square feet of the existing space in the building will receive some renovation impacting Information Services, the Computer Science Department, and the Mathematics Department. All improvements will meet ADA guidelines.

Work is scheduled to be completed during the fall 2026 semester.

Other construction costs include asbestos abatement.

This project will be paid from the Cheek Hall Renovation budget funded by National Institute of Standards and Technology Funds (\$4,950,000.00), State of Missouri ARPA Funds (\$4,950,000.00), CNAS Other Enrollment Fees (\$1,400,000.00) budget, CNAS Reserve (\$1,600,000.00) budget, Provost One-Time Funding (\$2,000,000.00) budget, and Telecommunications and Networking (\$2,000,000.00) budget.

XII.A.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

FINANCE NO. 1111-25
Approval of FY2026
Internal Operating Budget

BE IT RESOLVED by the Board of Governors for Missouri State University that the Internal Operating Budget for the year ending June 30, 2026, consisting of:

\$226,276,076 Budgeted operating revenue
\$126,106,326 Budgeted non-operating revenue
\$339,171,729 Budgeted Expenses
(\$12,060,181) Budgeted Transfers
\$0 Budgeted non-recurring allocations

be adopted and administered through the following funds:

	Budgeted Operating Revenues*	Budgeted Non- Operating Revenues	Budgeted Expenses	Budgeted Transfers	Increase (Decrease) in Net Position (including non- recurring allocations)	Non-recurring Allocations	Increase (Decrease) in Net Position (excluding non- recurring allocations)
Springfield Campus							
Operating Fund	\$ 131,618,737	\$ 111,364,309	\$ 228,914,811	\$ (12,530,418)	\$ 1,537,816	\$ -	\$ 1,537,816
Total Designated Funds	24,294,878	3,560,689	26,855,955	(263,970)	735,642	-	735,642
Total Auxiliary System Fund	63,010,660	2,994,975	68,329,017	1,200,338	(1,123,044)	-	(1,123,044)
Total Springfield Campus	218,924,275	117,919,973	324,099,784	(11,594,050)	1,150,414	-	1,150,414
West Plains Campus							
Operating Fund	5,580,213	7,676,853	13,148,552	4,222	112,736	-	112,736
Total Designated Funds	-	485,000	672,130	(21,266)	(208,396)	-	(208,396)
Total Auxiliary System Fund	1,771,588	24,500	1,251,264	(449,086)	95,738	-	95,738
Total West Plains Campus	7,351,801	8,186,353	15,071,946	(466,130)	78	-	78
Total Budget	\$ 226,276,076	\$ 126,106,326	\$ 339,171,729	\$ (12,060,181)	\$ 1,150,492	\$ -	\$ 1,150,492

*Budgeted Operating Revenues are net of \$42,893,035 of scholarships.

Tim Francka
Board Chair

Passed at Meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

The FY26 Internal Operating Budget does not include the following: operating fund carryforward balances, other enrollment fees and supplemental course fee revenues and associated dedicated expenses; all grant related revenues and associated dedicated expenses including Pell Grants; and any other similar dedicated revenues and expenses for self-supporting ventures.

The FY26 Internal Operating Budget can be found at:
<https://www.missouristate.edu/financialservices/documentsandreports.htm>

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

		MONTHLY						YEAR-TO-DATE		
		<i>Designations under \$1,000</i>		<i>Designations \$1,000 and over</i>		<i>Totals for May</i>		<i>Running Totals</i>		
	<i>Year</i>	<i>No.</i>	<i>Amount</i>	<i>No.</i>	<i>Amount</i>	<i>No.</i>	<i>Amount</i>	<i>No.</i>	<i>Amount</i>	<i>Year</i>

Annual Gifts	FY 24	7,033	\$195,198	80	\$402,148	7,113	\$597,346	75,657	\$9,272,949	FY 24
	FY 25	6,769	\$159,599	63	\$531,417	6,832	\$691,016	79,546	\$11,211,856	FY 25

Capital Facilities	FY 24	14	\$845	1	\$100,000	15	\$100,845	285	\$18,117,282	FY 24
	FY 25	11	\$721	6	\$142,864	17	\$143,585	244	\$5,938,160	FY 25

One Time Gifts	FY 24	0	\$0	12	\$4,838,390	12	\$4,838,390	145	\$7,334,632	FY 24
	FY 25	0	\$0	16	\$303,502	16	\$303,502	172	\$4,629,166	FY 25

TOTALS	FY 24	7,047	\$196,043	93	\$5,340,538	7,140	\$5,536,581	76,088	\$34,825,708	FY 24
	FY 25	6,780	\$160,320	85	\$977,783	6,865	\$1,138,103	79,962	\$21,779,182	FY 25

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2024 TO 05/31/2025**

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	NON-GIFT INCOME*	TOTAL 07/01/2024 TO 05/31/2025	TOTAL 07/01/2023 TO 05/31/2024
ALUMNI	\$87,180	\$1,655,162	\$1,286,444	\$110,598	\$339,972	\$3,478,753	\$8,528,337
FRIENDS	13,505	6,484,362	301,991	26,111	214,192	\$7,040,161	3,371,965
PARENTS	0	16,449	100	0	24,398	\$40,947	95,272
FOUNDATIONS	8,000	928,727	190,607	0	2,900	\$1,130,234	14,910,559
ORGANIZATIONS	29,605	868,239	3,081,124	10,897	510	\$3,990,375	2,578,240
BUSINESSES	15,790	1,428,590	434,683	3,535,551	684,098	\$6,098,712	5,341,335
GIFT TOTAL	<u>\$154,080</u>	<u>\$11,381,529</u>	<u>\$5,294,949</u>	<u>\$3,683,157</u>	<u>\$1,266,070</u>	<u>\$21,779,182</u>	<u>\$34,825,708</u>

**Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2021, income recieved from athletics seat assessments and suites are no longer tax deductible.*

DEFERRED GIFT COMMITMENTS

	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 07/01/2024 TO 05/31/2025	TOTAL 07/01/2023 TO 05/31/2024
DEFERRED GIFTS	0	0	2,720,000	0	\$ 2,720,000	\$ 2,959,641

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$80M

FY 25 TOTAL PLEDGES RECEIVED TO DATE: \$9,297,901

	NUMBER OF DONORS 7/1/2024 TO 05/31/2025	NUMBER OF DONORS 7/1/2023 TO 05/31/2024
ALUMNI	6,038	6,025
FRIENDS	11,916	11,363
PARENTS	176	447
FOUNDATIONS	49	55
ORGANIZATIONS	313	325
BUSINESSES	638	762
TOTAL	<u>19,130</u>	<u>18,977</u>



THE OFFICE OF RESEARCH ADMINISTRATION ACTIVITY REPORT – FISCAL YEAR 2025 THROUGH MARCH

Missouri State University faculty, staff, and students are involved in research, education, and service projects through the support of governmental, business, and philanthropic entities. This report summarizes key aspects of this activity and highlights awards received in FY 2025 through the month of March.

PROJECT HIGHLIGHTS

- **Kristine Grbac-Schomaker** in the School of Health Care Professions received **\$573,239** from the **Missouri Department of Elementary and Secondary Education** to assist with activities to support the implementation of House Bill 447 RSMo 161.396. Activities include but are not limited to conducting needs assessments of local education agencies, system points of entry for Part C and charter schools, identifying and acquiring appropriate assessment tools and developing action plans to assure that resources are known and available to local education agencies.
- **Shawn Wahl**, Dean of the Reynolds College of Arts, Social Sciences and Humanities, received **\$165,497** from the **Missouri Department of Elementary and Secondary Education** to plan, manage, staff, and conduct the Missouri Fine Arts Academy as a two-week residential enrichment program for 120 of Missouri's artistically talented high school students.
- **Paula Moore**, Assistant Vice President of Global Education & Engagement, and **Jennifer Johnston**, ELI Teacher Training Program Director, received **\$265,398** from the **Institute of International Education** to increase the English fluency and teaching skills of Brazilian English teachers through a variety of courses and immersion experiences. Teachers will increase their level of English proficiency and learn new ways to teach English to better engage students in their classes in the public school systems across Brazil.

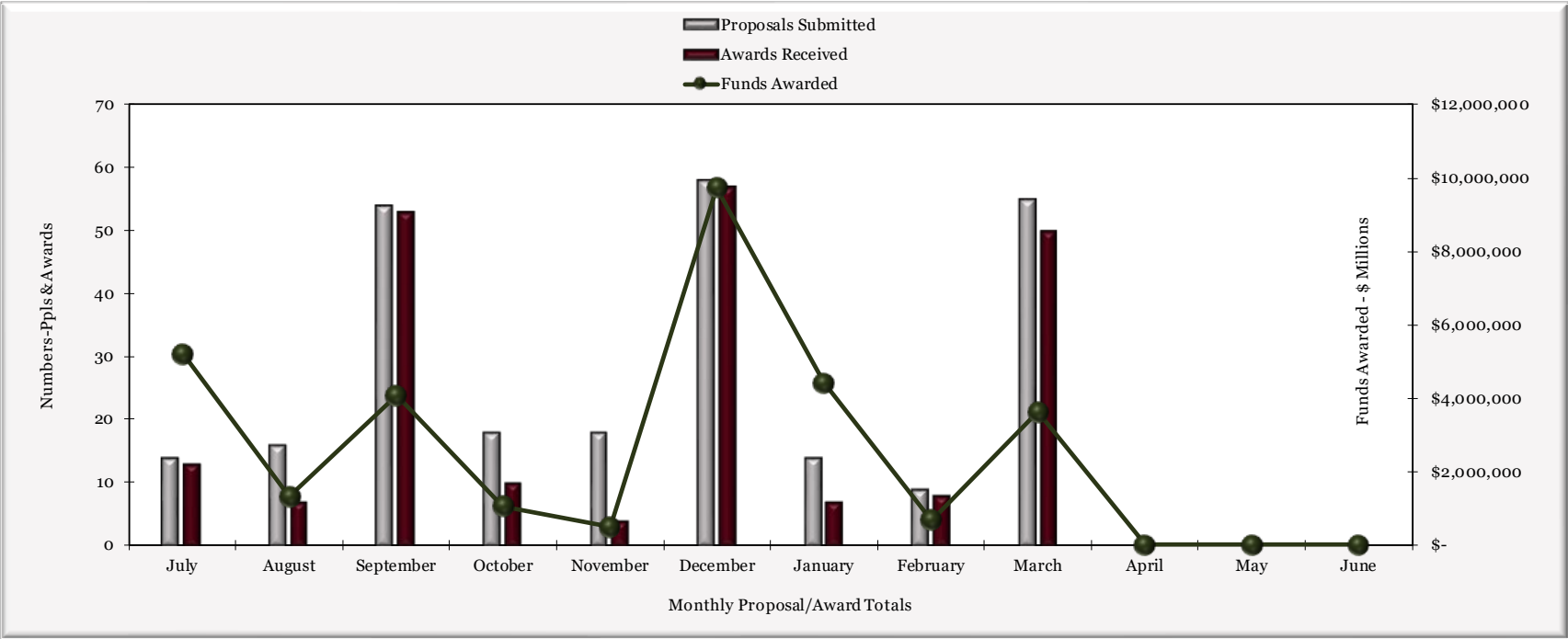
RESULTS

As of the end of March, the University has submitted 256 proposals for support of university-based projects. To date, 209 awards have been received – some of which are from proposals submitted during the previous fiscal year. The commitment of funds in these grants and contracts to date is \$30.5 million. Some of these awards are for projects that extend over more than one year, but the full commitment for funds is allocated to the first year.

Key Indicators	Activity for FY 2025	% Change from FY 2024
Proposals Submitted	256	7%
Funds Requested	\$82,185,371	21%
Named Investigators	105	21%
Grants & Contracts Awarded	209	9%
Funds Awarded	\$30,591,341	-64%

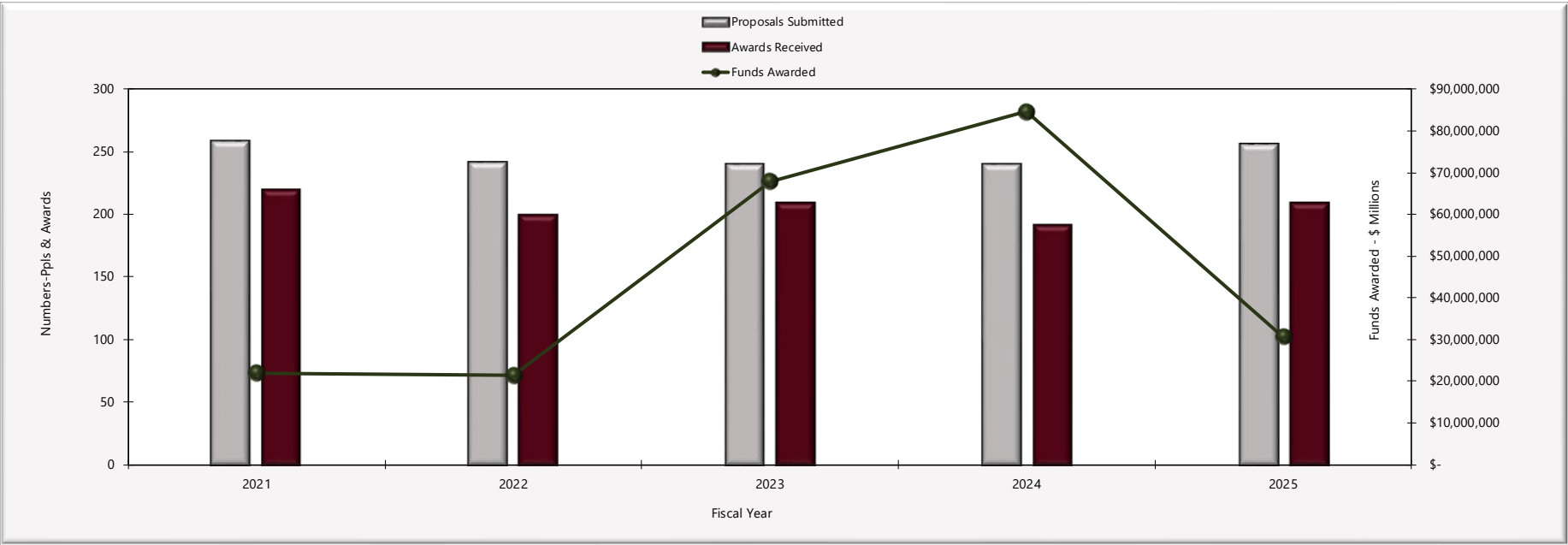
External funding activity so far in FY 2025:

Sponsored Program Activity FY 2025			
Month	Proposals Submitted	Awards Received	Funds Awarded
July	14	13	\$ 5,202,166
August	16	7	\$ 1,313,188
September	54	53	\$ 4,067,363
October	18	10	\$ 1,063,083
November	18	4	\$ 495,980
December	58	57	\$ 9,735,666
January	14	7	\$ 4,416,791
February	9	8	\$ 678,241
March	55	50	\$ 3,618,863
April	0	0	\$ -
May	0	0	\$ -
June	0	0	\$ -
Total	256	209	\$ 30,591,341



A comparison of activity over the last five years:

Cumulative Sponsored Program Activity Through the Month of March (FY 2021 - FY 2025)										
Fiscal Year	Proposals Submitted	Number of Awards							\$Millions	
		Education Training	Equipment	Facilities	Research	Service	Sustainability	Ttl Awds	Requested	Awarded
2021	259	36	0	0	33	149	0	219	\$ 45,830,700	\$ 21,942,507
2022	242	28	1	0	29	10	0	199	\$ 43,288,183	\$ 21,350,913
2023	240	36	1	4	27	138	0	209	\$ 69,589,009	\$ 67,958,580
2024	240	33	0	4	32	122	0	191	\$ 68,040,731	\$ 84,616,160
2025	256	30	1	2	37	135	4	209	\$ 82,185,371	\$ 30,591,341



Grant and contract activity for FY 2025, through March:

Missouri State University FY 25 Grant/Contract Activity by Unit										
Unit	# Applying		# Awarded		Credit Share*			Actual**		
	Staff	Faculty	Staff	Faculty	# Submitted	# Awarded	\$ Awarded	# Submitted	# Awarded	\$ Awarded
ADMIN - Administrative Services	1	0	1	0	1	1	\$ 9,638	1	1	\$ 9,638
CGP - Community & Global Partnerships	8	0	6	0	24	22	\$ 3,280,688	21	20	\$ 3,280,688
CASE - Center for Applied Science & Engineering	5	0	2	0	21	7	\$ 4,367,291	12	6	\$ 4,367,291
CBED - Center for Business & Economic Development	3	0	3	0	12	13	\$ 1,567,145	11	11	\$ 1,554,645
ILTC - International Leadership & Training Center	3	0	3	0	5	5	\$ 1,394,182	4	4	\$ 1,394,182
JVIC - Jordan Valley Innovation Center	1	0	1	0	7	7	\$ 5,891,407	7	7	\$ 5,891,407
SBDC - Small Business Development Center	1	0	1	0	5	5	\$ 212,493	5	5	\$ 212,493
CNAS - College of Natural & Applied Sciences	0	48	0	23	91	32	\$ 2,275,501	54	25	\$ 1,866,539
BSFS - Bull Shoals Field Station	0	1	0	1	1	1	\$ 210	1	1	\$ 210
CRPM - Center for Resource Planning & Management	1	0	1	0	1	2	\$ 53,250	1	1	\$ 3,250
OEWR - Ozark Environmental Water Research Institute	4	0	3	0	10	6	\$ 189,577	6	4	\$ 189,577
COB - College of Business	0	3	0	3	3	3	\$ 299,773	3	3	\$ 299,773
C-PRIME - Center for Project Innovation & Management Education	0	0	0	0	0	0	\$ -	0	0	\$ -
COE - College of Education	2	9	1	6	26	18	\$ 1,936,630	23	16	\$ 1,745,795
ATLL - Agency for Teaching, Leading and Learning	0	0	1	0	8	8	\$ 428,145	8	8	\$ 428,145
CRE - Center for Rural Education	0	2	0	1	3	1	\$ 70,000	2	1	\$ 70,000
ISI - Institute for School Improvement	0	0	0	0	0	0	\$ -	0	0	\$ -
DCOAG - William H. Darr College of Agriculture	0	4	1	5	15	17	\$ 408,587	14	15	\$ 483,587
CGB - Center for Grapevine Biotechnology	1	1	0	1	4	1	\$ 57,499	1	1	\$ 57,499
MVEC - Mid-America Viticulture & Enology Center	1	2	1	2	5	5	\$ 31,252	5	4	\$ 31,252
EVP - Office of the Executive Vice President	0	0	0	1	0	1	\$ 524,004	0	1	\$ 524,004
GRAD - Graduate College	0	1	0	1	3	3	\$ 139,100	3	3	\$ 139,100
INFO - Information Services	0	0	0	0	0	0	\$ -	0	0	\$ -
LIB - Libraries	1	1	0	1	2	1	\$ 7,000	2	1	\$ 7,000
MCHHS- McQueary College of Health & Human Services	2	11	2	11	23	23	\$ 2,781,118	19	18	\$ 2,703,410
AHEC - Southwest Missouri Area Health Education Center	1	0	1	0	7	7	\$ 258,061	7	7	\$ 258,061
OPHI - Ozarks Public Health Institute	2	0	2	0	7	6	\$ 779,588	7	6	\$ 779,588
RSTATS - RStats Institute	0	0	0	0	0	0	\$ -	0	0	\$ -
OIE - Office of Inclusive Engagement	0	0	0	0	0	0	\$ -	0	0	\$ -
PRES - Office of the President	0	0	0	0	0	0	\$ -	0	0	\$ -
PROV - Office of the Provost	0	1	1	0	1	1	\$ 47,709	1	1	\$ 954,175
RCASH - Judith Enyeart Reynolds College of Arts, Social Sciences & Humanities	0	12	0	14	21	24	\$ 1,252,219	19	19	\$ 1,010,758
CAR - Bernice S. Warren Center for Archaeological Research	0	1	0	1	11	11	\$ 770,829	11	11	\$ 770,829
CDR - Center for Dispute Resolution	0	0	0	0	0	0	\$ -	0	0	\$ -
CWCCC - Center for Writing in College, Career & Community	0	1	0	0	1	0	\$ -	1	0	\$ -
SA - Student Affairs	2	0	2	0	2	2	\$ 147,308	1	0	\$ -
CCE - Center for Community Engagement	0	0	1	0	0	1	\$ 147,308	0	1	\$ 294,616
WP - West Plains Campus	2	2	3	3	6	8	\$ 1,263,830	6	8	\$ 1,263,830
TOTAL	41	100	37	74	326	242	\$ 30,591,341	256	209	\$ 30,591,341

* **Credit Share** - divides the proposals/awards between the PI's, therefore proposals/awards may be reflected in the totals more than once.

** **Actual** - proposals/awards will only be shown in the originating unit.

Information Services Written Report for the MSU Board of Governors

Jeff Coiner – Chief Information Officer

The Information Services team has been working on several important projects this year. Some of the higher profile include:

- **Meyer Library Construction:** The new construction in the Meyer Library for our User Support staff was completed and staff have moved in. It provides a centralized location for our team to operate from and new, more efficient space to configure new computers for the University. We plan to have an open house for the new space soon.
- **Cheek Hall Renovation:** The new Network Center space in Cheek Hall is now operational and our Network team is working on installing fiber and equipment that will serve as the hub for the Springfield campus facilities. The renovation of Cheek Hall will begin soon. We have relocated staff in preparation for the first phase of the renovation which should be completed early next year.
- **Alliance for Healthcare Education Technology Requirements:** Planning for the Alliance partnership's construction and technology needs is on track for the Fall 2025 semester. We continue to collaborate with Alliance, CoxHealth, OTC, and SPS technology teams to ensure the necessary technology for student, faculty, and staff success. For example, the network connections for the existing facilities are scheduled to be completed in June. We also continue to participate in design meetings for the new construction at the Cox North location.
- **Advising Toolkit for Learning & Academic Success:** Began development on a custom software application, Advising Toolkit for Learning & Academic Success (ATLAS), that will enhance our ability to support students and increase success and retention rates.
- **Windows 10 End-of-life replacement:** Continued efforts to replace Windows 10 operating systems prior to its end-of-support in October 2025.
- **Account Management Improvements and Automation:** We are working on creating new, automated solutions that will be used to create and manage computer system accounts for the University. The Enterprise Systems team is documenting current processes and comparing them to industry best practices for account management. The expectation is to provide a better experience for everyone involved in the creation and use of our computer system accounts.
- **Welcome Center Technology Improvements:** New audio/video equipment will be installed in the Welcome Center beginning in July. The new system will provide a much-improved ability to use technology for events in the building.
- **Support for Conference USA Transition:** New technology for the Plaster Football Stadium to support the requirements for the ESPN broadcasting needs for the Conference USA transition is in process and will be ready for the football season home opening this Fall.

These initiatives reflect our commitment to enhancing the infrastructure and technology that supports the University's mission and strategic goals.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BOARD POLICIES NO. 135-25
Approval of Revisions to G1.01 Bylaws
of the Board of Governors

WHEREAS, the Bylaws of the Board of Governors (“Bylaws”) currently do not contemplate voting by specific proxy, and the Board agrees that it is desirable to amend the Bylaws to allow voting by specific proxy;

WHEREAS, Administration recommends that Article II, Section 6, be revised to confirm that special meetings of the Board may be conducted by video conference, as well as by telephone, which is consistent with current Board practice; and

WHEREAS, Article III, Section 2, of the Bylaws currently requires that Board officers be elected at a regular meeting held during the University’s homecoming festivities, and Administration and the Board agree that it is desirable to amend the Bylaws to provide greater meeting scheduling flexibility, given anticipated changes to football game scheduling resulting from the University’s transition to Conference USA.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that G1.01 Bylaws of the Board of Governors be revised as indicated above and as set forth in the attached document.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

Please see the proposed revisions to G1.01 Bylaws of the Board of Governors, which is attached hereto.

G1.01 Bylaws of the Board of Governors

Adopted on May 14, 2009 repealing and replacing Bylaws adopted January 18, 1936; as amended July 30, 1962, March 14, 1964, November 17, 1972, July 30, 1982, January 15, 1988, March 19, 1993, August 5, 1994, July 19, 1996, February 21, 1997, July 30, 1999, March 16, 2001, May 18, 2001, January 17, 2003, September 16, 2005, October 26, 2007, June 20, 2008, March 30, 2012, October 26, 2012; December 14, 2012, August 1, 2013, and June 20, 2014.

- [G1.01-1 Article I: Definitions](#)
- [G1.01-2 Article II: The Board of Governors](#)
- [G1.01-3 Article III: Officers of the Board; Powers and Duties](#)
- [G1.01-4 Article IV: Committees](#)
- [G1.01-5 Article V: Fiscal Year](#)
- [G1.01-6 Article VI: Seal and Insignia](#)
- [G1.01-7 Article VII: Contracts, Loans, Checks, Deposits, Expense Reimbursements, Indemnification, and Appropriation for Annual Expenses](#)
- [G1.01-8 Article VIII: Communications](#)
- [G1.01-9 Article IX: Hearings Before the Board](#)
- [G1.01-10 Article X: Officers of the University](#)
- [G1.01-11 Article XI: The Board's Relationship to the Faculty](#)
- [G1.01-12 Article XII: Conflict of Interest](#)
- [G1.01-13 Article XIII: Miscellaneous](#)

G1.01-1 Article I: Definitions

Section 1. University

The term "University" or "Missouri State University", shall refer to the institution in all of its campuses, parts, persons, property and relationships wherever situated or owned, operated, controlled, managed, or otherwise regulated under the supervision or direction of the Board of Governors of Missouri State University, or owned by others for the use and benefit of the University.

Section 2. The Board of Governors of Missouri State University

The term "Board of Governors of Missouri State University", or "Board", shall refer to the governing body of the University, and shall be composed of the Governors duly appointed and qualified, as provided by law.

Section 3. Chair (President) of the Board

The term "Chair of the Board" shall refer to the Governor who is the duly elected or acting Chair of the Board of Governors. The Chair and Vice-Chair shall serve as President and Vice-President, respectively, for statutory and other purposes when those offices are required.

Section 4. President of the University

The term "President of the University" shall refer to the duly appointed or acting President of the University, and who shall be the Chief Executive and Academic Officer of the University.

Section 5. Campus

The term "campus" shall refer to a geographic subdivision of the University as established by the Board of Governors.

Section 6. The Executive Committee of the Board of Governors of Missouri State University

The Executive Committee shall refer to that committee of the Board of Governors appointed to act for and on behalf of the Board of Governors when such Board of Governors is not in session.

G1.01-2 Article II: The Board of Governors

Section 1. Composition of the Board

a. Voting Members

The Board shall be composed of ten members, consisting of nine voting members and one non-voting member as provided in Sections 174.450, 174.453.2 and 174.455 of the Revised Statutes of Missouri (Mo. Rev. Stat.). No person shall be appointed a member who is not a citizen of the United States and who has not been a resident of the state of Missouri for at least two years immediately prior to such appointment. Not more than five voting members shall belong to any one political party. On and after August 28, 2005, no more than one voting member shall be appointed to the Board from the same Congressional district. All voting members shall be appointed by the Governor of the State of Missouri, with the advice and consent of the Missouri State Senate, and as provided by Missouri statute.

b. Student Member (non-voting)

One full-time University student who is a resident of the state of Missouri shall serve as a non-voting representative to the Board. The student governor shall be selected in the manner described by Section 174.055 Mo. Rev. Stat. Such representative shall be entitled to attend all meetings and participate in all deliberations. The student governor shall be permitted to attend closed meetings of the Board, unless excluded in accord with Missouri law. The term "full-time", for purposes of this section, shall mean the student, if an undergraduate, is enrolled in at least twelve (12) semester hours for two semesters per academic year. If the student member is a graduate student, that student must be enrolled in at least nine (9) semester hours for two semesters per academic year.

Section 2. Term of Office

- a. The term of office for the voting members shall be six years. The voting members of the Board of Governors serving on August 28, 2005, shall serve until the expiration of the terms for which they were appointed. For those voting members appointed after August 28, 2005, the terms of office shall be established in a manner where no more than three terms shall expire in a given year. The term of office of those appointed after June 12, 2006, shall end January 1 in years ending in an odd number. Voting members shall hold their office until their successors are duly appointed and qualified, except such as may be appointed to fill a vacancy, who shall hold office for the unexpired term.
- b. If a voting member of the Board of Governors of Missouri State University is found by unanimous vote of the other governors to have moved such governor's residence from the district from which such governor was appointed, then the office of such governor shall be forfeited and considered vacant.

- c. Should the total number of Missouri congressional districts be altered, all members of the Board of Governors of Missouri State University shall be allowed to serve the remainder of the term for which they were appointed.
- d. Should the boundaries of any congressional districts be altered in a manner that displaces a member of the Board of Governors of Missouri State University from the congressional district from which the member was appointed, the member shall be allowed to serve the remainder of the term for which the member was appointed.
- e. The term of the student member shall be for two years.

Section 3. Offices

The principal office of the Board shall be located on the campus of Missouri State University, in Springfield, Missouri.

Section 4. Powers, Role and Responsibilities of the Board

- a. Powers of the Board
The Board shall have and exercise the powers of general control and management of the University prescribed by Missouri statutes and Constitution, including those powers authorized by R.S. Mo. Chapter 172 pursuant to R.S. Mo. §174.457. Governors shall avoid involvements in the administration of the University except in an emergency or when exceptional circumstances occur.
- b. The Board's Role and Responsibilities
The Board's role and responsibilities in carrying out its general control and management powers shall include, but not be limited to, the following:
 - a. To select, appoint, and remove the President of the University and set appropriate terms of employment, including compensation.
 - b. To monitor the performance of the President of the University.
 - c. To determine and periodically review the purposes and the mission of the institution.
 - d. To approve new educational programs and revisions to existing educational programs consistent with the University's mission.
 - e. To develop and approve the long-range plans for the University.
 - f. To adopt bylaws and policies for the governance of its members, officers, agents, and employees ("governing policies"). These governing policies (a) describe the composition, powers and duties of the Board, (b) contain procedures for the functioning of the Board, and (c) contain policies established by the Board for the governance of the University.
 - g. To sue and be sued.
 - h. To complain and defend in all courts.
 - i. To take, purchase, and hold real estate, sell and convey, or otherwise dispose of the same.
 - j. To condemn and appropriate real estate or other property, or any interest therein for any public purpose within the scope of its organization, in the same manner and with like effect as is provided in Chapter 523, R.S. Mo.
 - k. To make and enter into contracts and other instruments as more fully set forth in Article VII of the Bylaws.
 - l. To make and use a common seal and to alter the same.

- m. To approve the annual budget for the University and maintain its financial solvency.
- n. To conduct or have conducted outside audits of University programs and finances.
- o. To cause the physical plant of the University to be properly maintained.
- p. To appoint and remove faculty members, staff members and non-academic employees and fix the terms and conditions of their employment, upon recommendation of the President of the University or the President's delegee. Presentation to the Board at a regular or special meeting of the names of persons for appointment or removal shall constitute Presidential recommendation.
- q. To authorize and approve the issuance of bonds on behalf of the University, as provided by statutes of the State of Missouri, and to execute all documents necessary to the issuance, sale, or redemption of said bonds.
- r. To invest the Office of the Provost and the Vice President of Student Affairs with the power to expel, suspend, dismiss, or otherwise sanction any student in accordance with University policies.
- s. To establish such corporate entities for the support of the University and carrying out the policies established by the Board as may be deemed necessary and appropriate by the Board, which are authorized by statutes of the State of Missouri, and in connection therewith, individual Governors may serve on the Board of Directors of such corporations.
- t. To delegate so much of their authority as they deem necessary to such Board officers, the President of the University and staff members or to committees appointed by the Board. The President of the University is authorized to subdelegate to other University officers and employees the authority to execute contracts for the purchase of goods and services as approved by the Board, as well as contracts other than for the purchase of goods and services, but within the areas of responsibility of the officer or employee, and subject to parameters as determined by the President.
- u. In recognition of the increasing financial impact of fringe benefits on the University and its employees, to reserve to the Board of Governors or its designated committee, notwithstanding any other provision of these Bylaws or policy, the determination and approval of fringe benefits, fringe benefit policies, eligibility and qualification.
- v. To conduct hearings as more fully set forth in Article IX of the Bylaws and serve as a court of final appeal pursuant to University policy.

Section 5. Quorum

A majority of the Board shall constitute a quorum for the purpose of conducting any and all business of the Board, except in the case of the Committees, whose powers and limitations are outlined in Article IV. The act by a majority of voting members present at any meeting, with a quorum, shall be the act of the Board. No one Governor nor less than a majority of voting members present at a duly convened meeting of the Board, has any legal status.

Section 6. ~~Annual Meetings~~

a. Annual Meeting

Unless otherwise ordered by the Board, the meeting in June shall be the annual meeting. On those occasions where the budget is presented to the Board for approval in any month other than June, and unless otherwise ordered by the Board, the meeting in which the budget is presented shall be the annual meeting of the Board.

b. Regular Meetings

Section 7. Regular Meetings

Regular meetings of the Board may be held on or near the third Friday of each calendar month at the campus of the University in Springfield, Missouri, or at such other location in the State of Missouri, as determined by the Board; however, the Board shall not be required to hold any such regular Board meetings, and by Board action may establish any other schedule which it deems appropriate.

c. Special Meetings

Section 8. Special Meetings

- a. Special meetings of the Board may be called at any time by the Chair of the Board, or in his/her absence, disability, or refusal to call such meeting, by written request of two or more members of the Board, or at the request of the faculty signed by the Chair or Vice-Chair thereof and certified by the Secretary.
- b. If a special meeting is called, it may be conducted by ~~conference~~ phone or video conference, so long as the Board can be heard by those attending the meeting, by the Chair or Vice-Chair of the Board.
- c. Notice of any special meeting, and of the business to be transacted thereat, shall be given to Board members at least twenty-four (24) hours prior thereto unless for good cause such notice is impossible or impractical in which case as much notice as reasonably possible shall be given and shall be recorded in the minutes.
- ~~d.~~ No business other than that contained in the Notice, shall be transacted at such special meeting unless all members of the Board are present and consent thereto.

d.

e. Adjourned Meetings

Section 9. Adjourned Meetings

Adjourned meetings may be ordered and held by the Board and reconvened at a time and place as designated by the ~~President~~ Chair of the Board.

Section ~~10~~7. Notice

The President of the University, or any other Officer of the Board, shall give written or oral notice stating the date, time and place of each regular Board meeting. The President of the University or any other Officer of the Board shall cause personal delivery or communication of the Notice ~~or shall mail the Notice (by ordinary United States mail, postage prepaid)~~ to each member of the Board.

Notice of Regular, Special and Closed Board Meetings shall be given to the public in accordance with a duly adopted policy statement required by the Missouri Open Meeting statute.

Section ~~11~~8. Agenda and Proceedings

- a. Roberts Rules of Order
Roberts Rules of Order (as periodically revised) constitute the final authority for parliamentary procedures and other proceedings deemed appropriate by the Board, at all Board meetings, except where such rules conflict with law or with these Bylaws.

- b. Agenda Preparation and Distribution
In the preparation and handling of the agenda for Board meetings, the President of the University and the Chair of the Board shall prepare an agenda for each regular meeting. The agenda shall be distributed to Board members with the Notice of the meeting. A copy of the agenda shall also be placed in a prominent location in the room where the Board meeting is to be held so that it will be accessible to members of the public in attendance at the meeting.
- c. Requests for Agenda Placement, Other than Board Members
Individuals other than Board members may request the Board to place an item on the agenda of any regular meeting by filing a written request with the Secretary of the Board not less than twenty-one (21) calendar days prior to the meeting date at which the matter is requested to be considered. The request shall be accompanied by a written summary of the subject matter of the proposed agenda topic describing the relevance of the topic, as well as providing any supporting documentation which the individual making the request believes is pertinent to and will assist the Board in its deliberations concerning the request. The Secretary to the Board shall forward the request to the Chair of the Board and to the President of the University. The Chair of the Board shall determine whether the item shall be placed on the agenda or referred to the administration for disposition. If the item is not placed on the agenda, the Secretary of the Board shall notify the Requestor of the disposition of the request at the next regularly scheduled Board meeting.
- d. Requests for Agenda Placement, Board Members
Board members may request an item to be placed on the agenda by submitting a written request with the Secretary of the Board at least seven (7) calendar days prior to the meeting of the Board, subject to the same procedure applicable to non-Board members above. Board members shall not ask matters to be considered on the agenda at a convened session under the item of new business unless the majority of the Board members approve such request.
- e. Open Meetings Requirement
All meetings and notices of meetings of the Board, or committees appointed by and which report to the Board, shall conform to the Missouri Open Meetings statute, and to the policy for open and closed meetings adopted by the Board in compliance with said statute.
- f. Public Comment at Board Meetings
The Chair of the Board shall allow time for public comment on agenda items prior to final action being taken on any such item by the Board. It is within the discretion of the Chair to determine the amount of time to be allotted, provided individual speakers shall be limited to five (5) minutes unless a majority of the members of the Board present at the meeting determine otherwise. Each speaker shall be required to give his/her name, and affiliation, if any, prior to speaking to the issue.
- g. Closed Meetings -
The Board, upon majority vote at any duly constituted meeting thereof, may close to the public its deliberations, records and vote concerning any of the following matters:
 - i. Legal actions, causes of action, or litigation, leasing, purchase or sale of real estate where public knowledge of the transaction might adversely affect the consideration therefore;

- ii. Any proceedings involving physical or mental health, scholastic probation, expulsion or graduation, or deliberations relating to the hiring, evaluation, firing, discipline or promotion of personnel employed by the University; and
 - iii. All other deliberations, records or votes as authorized by the Missouri Open Meetings statute, § 610.021, R.S.Mo.
- h. Chair's Right to Control
The Chair of the Board shall retain the authority to control the order of the meeting.
- i. Recording Votes
- i. All public votes taken at the Board meetings shall be recorded with “yea,” “nay,” or abstinence attributed to each voter. All records of public votes and public deliberations shall be open to the public for inspection and duplication. The Secretary of the Board shall record the votes on all motions or resolutions coming before the Board. The ayes and noes shall be entered on any vote if requested by any Governor present at the meeting.
 - ii. An absent member may give permission to the Chair of the Board (or, in the absence of the Chair, the acting chair) to be their proxy for voting purposes, provided that appropriate advance notice is given to the Chair of the Board and the Secretary to the Board, along with written direction of how the proxy vote should be cast with respect to all action items on the meeting agenda.
- i.j. Administrative Response
It shall be the policy of the Board not to take official action on any issue until it has first been presented to the President of the University for resolution and/or recommendation, and the Chair of the Board shall allow the President of the University sufficient time for appropriate administrative response, if so requested.

Section ~~129~~. Presumption of Assent/Consent Agenda

- a. A Board member shall be presumed to have assented to the action taken on any matter at a Board of Governors’ meeting at which time he/she is present, unless dissent is entered in the minutes of the meeting at the time of the meeting. Such dissent may be later stated by the Board member by registered mail to the Secretary within two (2) business days after the adjournment of the meeting and shall be entered in the minutes.
- b. Items shown on the established agenda for a meeting of the Board may be placed upon a consent agenda whereby all items placed thereon are approved by summary action of the Board. Items may be placed on the consent agenda by the Chair of the Board, the President of the University, or the Chairperson of any committee of the Board electing to place such items on the consent agenda, provided the same is accomplished no less than twenty-four hours prior to the meeting of the Board, and that the Secretary of the Board shall present such consent agenda to the members of the Board immediately prior to the convening of the meeting, provided, however, that any member of the Board may remove any item from the consent agenda by notifying the Chair of the Board of the election to remove the item any time prior to a vote being taken on the consent agenda. The consent agenda requires approval by a vote of the majority of the Board in attendance for passage and adoption of each item on the consent agenda.

Section ~~13~~10. Governing Policies

The Board shall have the authority to adopt Governing Policies not in conflict with these Bylaws or the statutes of Missouri and to direct the President to revise Operating Policies. In this regard:

- a. Governing Policies may be adopted, amended, or repealed at any meeting of the Board;
- b. Governing Policies shall be effective upon adoption unless a different effective date is fixed by the Board;
- c. The Secretary of the Board shall retain, organize and publish Governing and Operating Policies as set forth in Article X, Section 4 of these Bylaws.

Section ~~14~~11. Attendance Policy

The following shall be the Attendance Policy of the Board:

- a. If a member of the Board is found by unanimous vote of the other members to have failed to attend without good cause three (3) consecutive meetings of the Board in any calendar year, the office of such member shall be vacant.
- b. If the Board member is found by unanimous vote of the other members to have moved such member's residence from the district from which the member was appointed, then the office of such member shall be vacant.
- c. If the student representative to the Board ceases to be a student at the institution, or a resident of the State of Missouri, or fails to follow the Board's Attendance Policy, the student representative's position shall at once become vacant, unless the student representative's absence is caused by sickness or some accident preventing the student representative's arrival at the time and place appointed for the meeting.
- d. If the vacancy shall occur by death, resignation, or from any other cause, the Chair of the Board shall notify the Governor of the State within thirty (30) days of such vacancy.

G1.01-3 Article III: Officers of the Board; Powers and Duties

Section 1. Officers

The officers of the Board shall be the Chair, Vice–Chair, Secretary, Treasurer, and such Assistant Secretaries and Assistant Treasurers as the Board may, from time to time, elect.

Section 2. Election and Terms of Office

The Board shall discuss selection of the Chair and Vice-Chair during the meeting held at the end of the summer semester each year for the purpose of succession planning. The Chair, Vice-Chair, Secretary, and Treasurer shall be elected at ~~the a~~ regular meeting of the Board held during the ~~University's homecoming festivities~~ fall semester each year. Officers' terms of office shall commence on the first day of January immediately following a Board election. Officers shall serve until their successors' terms commence, or until their earlier resignation, disqualification, death or removal from office. Officers may be elected to successive terms.

Section 3. Vacancies and Removal

- a. Vacancies in offices of the Board shall occur as a result of an Officer's resignation, disqualification, death, or removal.
- b. Any officer elected by the Board of Governors may be removed at any time (with or without cause) by a vote of the majority of the entire Board.
- c. The Vice-Chair is the presumptive successor to the Chair of the Board and shall fill any vacancy in the Chairmanship for the unexpired term of such office, until a successor is

chosen and qualified, or until resignation, disqualification, death or removal from office, whichever occurs first in time. The Board shall fill all other Officer vacancies by selecting (when and as determined by the Board) new Officers to serve until the next annual election and until their successors are chosen thereat and qualified, or until their earlier resignation, disqualification, death, or removal from office.

Section 4. Chair of the Board; Duties and Powers

- a. The Chair of the Board shall be chosen from its membership.
- b. The Chair of the Board has the special responsibility of leadership. The Chair of the Board shall: supervise, manage and control the business of the Board, subject to the authority herein given to the Board of Governors; participate in shaping the agenda; preside at all meetings of the Board, with right to vote on all questions; direct Board discussion, head off digressions and get problems clearly and fairly presented; harmonize divisiveness and, when necessary, act as disciplinarian; execute deeds, bonds, contract, or other instruments necessary to conduct the business of the University which the Board has authorized to be executed, except where the execution thereof has been expressly delegated by the Board or the Bylaws to another officer or agent of the Board or University, or is required by law to be otherwise executed; shall coordinate with the Vice-Chair a smooth transition of leadership, including training of the Vice-Chair; and, shall perform all other duties normal and incidental to the office required by statute or otherwise, or as prescribed by the Board from time to time.

Section 5. Vice-Chair of the Board; Duties

- a. The Vice-Chair of the Board shall be chosen from its membership.
- b. The Vice-Chair of the Board shall perform the duties and exercise the powers delegated by the Board, or the Chair of the Board, is the presumptive successor as Chair of the Board, and shall serve in the absence or disability of the Chair, as provided above.
- c. The Vice-Chair will become prepared to act as Chair the following year by attending meetings and other training opportunities as requested by the Chair.

Section 6. Secretary of the Board; Duties

- a. The Secretary of the Board need not be a Board member.
- b. The Secretary of the Board shall be appointed by the Board and serve at its pleasure and shall be under the supervision of the Board. The Secretary of the Board shall: attend all meetings and record votes; keep minutes of such meetings in books provided for that purpose; administer all notices in the manner required by the Bylaws or by law; be custodian of the Board records and seal, and when authorized by the Board, affix the seal to any document or instrument of the University requiring a seal; and in general, perform all duties as may be required by the Board. If the Secretary is absent from any meeting, the Board may select any of their number, or any Assistant Secretary, to act as a temporary Secretary.

Section 7. Treasurer of the Board

- a. Appointment
The Board shall appoint a Treasurer and fix his/her duties and responsibilities, and he/she shall serve at the pleasure of the Board. No member of the Board shall be elected Treasurer.

b. Reporting Responsibility

The Treasurer of the Board, shall perform the acts and duties of the office, and shall discharge the responsibilities thereof under the control and direction of the Board.

c. Bond Required

The Treasurer of the Board shall, before entering upon the duties of the office, enter into a bond to the State of Missouri, with a surety approved by the Board, in a penal sum of not less than \$150,000, said bond to be conditioned upon full performance of all duties required by law as Treasurer, which bond shall be filed with the Secretary of the Board.

d. Duties

The Treasurer of the Board shall receive, keep, and disburse all monies under control of the Board, and make reports of the same to the President of the University, to the Board, the State Board of Education, and the General Assembly annually, as required by the Board and by statute. The Treasurer of the Board shall report all receipts and disbursements of the University to the Board at its annual meeting. The Treasurer of the Board shall also make and furnish to the State Board of Education in the month of August of each year, an abstract which shall contain a full account of all monies received and disbursed by the University during the preceding year, stating from what source received and on what account paid out the amount paid to each faculty member and officer of the University. The same report shall be submitted to the General Assembly, under oath, every two years covering the preceding two calendar years. The Treasurer shall cause a report, in the form of the University's budget or otherwise, containing a classified statement of the receipts and disbursements of the institution during the preceding biennial period, and the amounts annually paid to the President, the professors and other teachers, officers and employees of the University, to be furnished to the legislature on or before the third Monday of each regular session.

Section 8. Vacancies

Any vacancy in any office of the Board caused by any reason may be filled by the Board for the unexpired term.

G1.01-4 Article IV: Committees

Section 1. Standing Committees

The following committees are established as permanent, standing committees of the Board of Governors:

- a. **Executive Committee:** When the Board of Governors is not in session, the Executive Committee shall have the powers of the Board to take such action as the Executive Committee may deem to be in the best interests of the University, provided, however, that such action shall be in accord with the provisions of these Bylaws, and not in conflict with the standing rules and regulations of the Board. No later than 24 hours prior to the Executive Committee meeting, all action items shall be listed on the Executive Committee agenda with sufficient specificity to notify all Board members of the matters to be taken up at the meeting. Any voting member of the Board of Governors may remove an item from the Executive Committee agenda and have that item considered by the entire Board by notifying the Chair of the Board or the Secretary of the Board prior to the commencement of the Executive Committee meeting. If an item is not specifically listed on the agenda, no action will be taken at the Executive Committee meeting. A

complete record of all actions of the Executive Committee shall be kept by the Secretary of the Board, and a copy of such records shall be submitted to each member of the Board monthly. Actions of the Executive Committee may be ratified, approved or modified at the next regularly scheduled meeting of the Board, but any modification thereof shall be prospective only. Concurrence of three members shall constitute action of the Committee.

- b. **Risk Management and Audit Committee:** The Risk Management and Audit Committee shall be charged with overseeing the University's audit, compliance, and risk management operations. Specifically, the Risk Management and Audit Committee shall be responsible for: (i) monitoring external audits; (ii) directing and receiving work of the University's Internal Auditor; (iii) receiving reports of all NCAA and NJCAA audits; (iv) overseeing the University's enterprise risk management efforts; and (v) following up on major risk management issues and concerns on behalf of the Board of Governors as a whole. The Risk Management and Audit Committee will receive information and proposed policies from the University's administration, and discuss and develop recommendations for consideration by the Board as a whole.
- c. **Finance and Facilities Committee:** The Finance and Facilities Committee shall be charged with overseeing the University's financial condition, and ensuring that the University's budget, fee schedule, assets, infrastructure, and financial obligations are aligned with the University's strategic objectives. The Finance and Facilities Committee will receive information and proposed policies from the University's administration, and discuss and develop recommendations for consideration by the Board as a whole.
- d. **Programs and Planning Committee:** The Programs and Planning Committee shall be charged with overseeing the University's strategic initiatives including, without limitation, the University's academic and co-curricular programs and offerings. The Programs and Planning Committee will receive information and proposed policies from the University's administration, and discuss and develop recommendations for consideration by the Board as a whole.

Section 2. Appointment of Additional Committees

In addition to the standing committees set forth in Section 1, above, the Chair of the Board of Governors may appoint such other committees as are deemed necessary to the proper conduct of the functions and duties of the Board.

Section 3. Committee Membership

- a. **Executive Committee:** The Board member selected to be Chair of the Board for the next calendar year, subject to the approval of the Board, shall appoint from the Board an Executive Committee of three (3) members and may fill vacancies at any time. The Chair of the Board shall be an *ex-officio* member of the Committee and may vote in the absence of any one of the Committee members. Such Executive Committee members shall be appointed and approved at the meeting in which officers are elected, or as soon thereafter as reasonably possible, for one-year terms, beginning January 1st of the following year. Executive Committee members shall hold office until their successors have been duly appointed, and may be reappointed for successive terms.
- b. **Membership of All Other Committees:** Except with respect to membership on the Executive Committee, which is governed by Section 3.a., above, membership on all other Board committees shall be appointed by the Chair at the meeting in which officers are

elected, or as soon thereafter as reasonably possible. Committee members will be appointed for one-year terms, but shall hold office until their successors have been duly appointed, and may be reappointed for successive terms.

- c. With the exception of the Executive Committee, membership on Board committees need not be confined to members of the Board.
- d. The Chair of the Board and the President of the University shall be *ex officio* members of all committees of the Board.

Section 4. Committee Powers

Each committee of the Board shall be delegated such authority as set forth throughout this Article IV and/or by specific resolution of the Board as the Board deems appropriate to carry out the objects of such committees. Notwithstanding the foregoing, with the exception of the Executive Committee, whose powers and limitations are set forth in Section 1, above, no committee shall have power to bind the Board to any contractual obligation or to establish policy for the University.

Section 5. Committee Meetings

- a. Meetings of Board committees will be held as determined by the committee chair. All such meetings will be held in compliance with the Missouri Open Meetings statutes.
- b. With the exception of the Executive Committee, committees shall be non-voting except that a committee may (i) vote to close its meeting by an affirmative public vote of a majority of a quorum of the committee as authorized by the Missouri Open Meetings Statutes; and (ii) vote to make a recommendation to the entire Board by an affirmative vote of a majority of a quorum as authorized by the Missouri Open Meetings Statutes.
- c. Committees are intended to provide an opportunity for members of the administration and Board of Governors to engage in review and analysis that would normally not be practical within the constraints of a meeting of the Board as a whole, and will thus serve to both expedite and facilitate the meeting of the Board as a whole.
- d. The vote of any members on any question coming before any Board committee may be taken in person, by telephone, or by email.

G1.01-5 Article V: Fiscal Year

Section 1. Term

The fiscal year of the University shall be from July 1 through the succeeding June 30, or for such other period of twelve (12) calendar months, as the Board of Governors by resolution shall determine.

G1.01-6 Article VI: Seal and Insignia

Section 1. Form of Seal

The seal of the University shall be in the form of a circle, and shall have inscribed thereon the name "Missouri State University". The form of the seal shall be impressed hereon, however, it may be changed from time to time by resolution of the Board.

Section 2. Insignia

The seal, name, logo, trademarks, service marks and other insignia of the University shall at all times remain the exclusive property of the Board. They may be utilized only for, and in the course of, authorized activities of the Board and the University.

G1.01-7 Article VII: Contracts, Loans, Checks, Deposits, Expense Reimbursements, Indemnification, and Appropriation for Annual Expenses

Section 1. Contracts

The Board may authorize any officer or officers, or designated agent or agents, to enter into any contract or execute or deliver any instrument in the name and on behalf of the University, and such authority may be general or confined to specific instances.

Section 2. Loans

No loans shall be contracted on behalf of the University and no evidence of indebtedness shall be issued in its name unless authorized by resolution of the Board of Governors. Such authority shall be confined to specific instances.

Section 3. Checks, Drafts, Order of Payment

All checks, drafts, or other orders of payment of money, notes, other evidences of indebtedness issued in the name of the University, shall be signed by such officer or officers, agent or agents of the University and in such manner as shall from time to time be authorized by resolution of the Board of Governors.

Section 4. Depository Services

The University will maintain depository service accounts in order to receive deposits and make disbursements with one or more banks selected by the Board of Governors pursuant to sealed bids. Depository service accounts shall be collateralized in accordance with Missouri statutes. Since the bank's depository service accounts may also serve as an investment instrument, the bank must have an IDC rating of 125 or higher and have a loan-to-deposit ratio in excess of 50%.

Section 5. Expense Reimbursement

Governors, the President of the University, staff members, and any other authorized employees, will be reimbursed for actual reasonable expenses occasioned by the performance of University business, to the extent permitted by the statutes or duly promulgated regulations of the State of Missouri, upon presentation of receipts and requests for payment satisfactory to the Treasurer of the Board.

Section 6. Indemnification and Liability

a. Indemnification

To the fullest extent authorized or permitted by law, the University shall indemnify and hold harmless any or all members of the Board or officers of the University (past, present or future), their heirs, executors and administrators from and against all liabilities, judgments, decrees, fines, penalties, expenses, fees, amounts paid in settlement or any other costs, losses, expenses (including, but not limited to, attorneys' fees and court costs) not otherwise covered by the insurance coverage maintained by the University arising or

resulting from, or in connection or association with, any threatened, pending or completed action, suit or proceeding (whether civil, criminal, administrative, investigatory or otherwise) and any appeals related thereto, under which said indemnified persons are parties or participants because of their actions or omissions in any capacity during the course and in the scope of their employment on behalf of the University or agency, whether incurred before or after the adoption of these Bylaws, unless they are finally adjudicated to be liable for willful, wanton or malicious conduct.

b. Other Rights

The provisions of these Bylaws shall not exclude or limit any rights or benefits to which any person so indemnified is or may be entitled: (a) as a matter of law or statute; (b) by any agreement(s); (c) by the vote of the Board; or (d) through insurance purchased or maintained by the University.

Section 7. Appropriation for Annual Expenses

At each annual meeting of the Board, the Board shall approve a carefully prepared statement of the probable amount of income of the University and all of its departments for the year following, and an estimate of the probable expenses of the institution in each of its departments for the ensuing year, and shall make necessary appropriations, in the form of the approval of an annual budget or otherwise, to meet said expenses for the current year.

G1.01-8 Article VIII: Communications

Section 1. Communications from or to Individual Governors

a. Board Members' Responsibility

Board members shall not purport to speak for or commit the Board, or the Chair of the Board, or the President of the University, and shall make it clear they are speaking solely in a personal capacity, not in a representative capacity.

b. Contacts from a Governor

To the extent which is practical, Governors will actively refrain from direct contacts with faculty, non-academic employees or students pertaining to those administrative functions delegated by the Board to the President of the University.

c. Access to Information

Should any member of the Board of Governors request access to any information maintained by the University, such member shall be entitled to the information requested, except information or records that are protected by confidentiality by federal or state law or that information specifically excluded by a majority vote of all of the members of the Board of Governors. Such request shall be directed to the President of the University.

G1.01-9 Article IX: Hearings Before the Board

Section 1. Revocation of License to Teach

The Board of Governors shall conduct hearings, as required by statute, in matters relating to requests for revocation of a license to teach. The Board shall adopt Rules and Regulations including written procedures for the conduct of such hearings which shall be published and made available for all participants. School districts and other entities seeking such hearings shall be given copies of the procedures at the beginning of the appeal process.

Section 2. Hearings on Removal of a President, Professor or Teacher, Pursuant to § 174.150, R.S.Mo.

Any President, professor or teacher of the University who is removed for reasons set forth in § 174.150, R.S.Mo., i.e., incompetency, neglect, refusal to perform his duties, dishonesty, drunkenness or immoral conduct, shall be entitled to the procedures set forth in Chapter 13 of the Faculty Handbook, effective January 1, 2007, as from time to time amended.

Section 3. Hearings on Contested Cases, Pursuant to § 536.063, et seq., R.S.Mo.

Any complaint of a faculty member constituting a "contested case," as that term is defined in § 536.063, et seq., R.S.Mo., not otherwise provided for above, shall be processed as required by said statute after having been declared a "contested case" by the Provost.

G1.01-10 Article X: Officers of the University

Section 1. President's Employment

The terms and conditions of the employment of the President of the University shall be fixed by the Board by written contract as the Board deems appropriate.

Section 2. Powers and Duties of the President of the University

The President of the University shall be the Chief Executive Officer and Academic Officer of the University. He/she shall be directly responsible to the Board of Governors for the operation of the University. He/she shall be the official advisor and executive agent of the Board.

He/she is hereby delegated the general authority to act for and on behalf of the Board of Governors of the University, as its agent, to administer the University's affairs pursuant to policies established by the Board.

Without limiting the generality of the aforesaid authority, the Board delegates the following specific authority to the President of the University:

- a. To exercise a general superintendence and control, subject to approval of the Board, over all the affairs of the University, and bring such matters to the attention of the Board as are appropriate to keep the Board fully informed in meeting its policy-making responsibility, and such other matters as the Board shall from time to time direct;
- b. To select and recommend for employment all administrators, faculty, teachers and non-academic employees of the University, and to recommend the terms of their employment within budgetary limits, subject to approval by the Board. The President, and such other officers or employees of the University as the President may authorize, may employ and determine the terms of their employment of temporary employees and graduate, resident, and other student assistantships and employment without Board approval if funds have been authorized in the annual budget;
- c. To recommend to the Board all academic appointments, reappointments, rank, promotions, grants of tenure, discharge and discipline of faculty; to change salaries and assignments of faculty and staff, with approval of the Board, and to accept resignations of employees;
- d. To terminate the employment of any employee, subject to the grievance and appeal procedures of the University. Further, the President may delegate to the Director of Human Resources the authority to terminate any non-faculty employee or classification

- of employees, other than those employees who report directly to the President, with those employees entitled to pursue University grievance and appeal procedures;
- e. To insure the appropriate supervision and direction of all administrators, staff, faculty and non-academic employees of the University;
 - f. To maintain the academic programs in accordance with accreditation standards;
 - g. To be the primary liaison between the University, the Coordinating Board for Higher Education, the General Assembly, and the Governor of the State of Missouri, concerning the affairs of the University;
 - h. To prepare and present to the Board for its approval, an annual budget for the operations of the University;
 - i. To maintain expenditures of the University in balance with available revenues;
 - j. To be responsible for preparing and presenting to the Board, for its consideration, programs designed to fulfill the mission of the University; procurement of staff; establishment and maintenance of any separate schools or campuses, colleges and departments of instruction in the University; and the planning, development and implementation of all research projects;
 - k. To preside and vote at all meetings of the faculty, or to designate a representative to so preside;
 - l. To attend all meetings of the Board, so far as his/her duties will permit, but may be excused by the Board if necessary;
 - m. To report, at each regular meeting of the Board, upon the progress, condition and needs of the University, and recommend such measures as in his judgment will promote the University's interests;
 - n. To appoint such committees of the faculty or academic staff as he/she deems necessary and prescribe their function, which are in addition to those committees provided in the Faculty Handbook, unless otherwise provided by the Board;
 - o. To make such investigations as he/she deems necessary to provide information to the Board regarding the operation of the University;
 - p. To recommend the declaration of a financial exigency, and suspension or elimination of programs, or a reduction in force designed to meet such exigency, should such occasion arise;
 - q. To authorize any member of the University temporarily to exercise authority as President during his absence from the city;
 - r. To formulate, establish, and enforce student admission standards;
 - s. To approve Operating Policies of the University. Operating Policies provide interpretation and implementation of University Governing Policies which have been approved by the Board. The President has final approval of Operating Policies;
 - t. To preside at commencement and any other public function sponsored by the University;
 - u. To be the primary spokesperson for the University at public affairs, and media contacts;
 - v. To confer all degrees authorized by the Board of Governors and recommend to the Board the conferring of honorary degrees; the President is authorized to delegate to the chancellors of other campuses the authority to confer degrees earned at those campuses, including degrees awarded by the Springfield campus and taught by distance learning or cooperative programs on other campuses, and to otherwise delegate authority to confer degrees in the absence of the President or Chancellor;

- w. To delegate, in whole or in part, his administrative authority granted under the Bylaws, or Governing Policies, to such other officers, faculty, and employees of the University as he may designate, either by general or specific delegation, with the right to revoke such delegation at any time;
- x. To administer the affairs of the University in accordance with applicable federal, state, and local laws and regulations;
- y. To perform all other acts not herein enumerated which are necessary and reasonable appertaining the administrative functions of the President of the University.

Section 3. Vice Presidents and Other Officers

1. Establishment and Authority

The Provost, Vice Presidents, Chancellor for the West Plains Campus, Chancellor for the Mountain Grove Campus, and General Counsel for the University shall be selected by the President of the University, with the approval of the Board, and assigned such duties and have such general authority as may be assigned by the President of the University. In the case of the absence or disability of the President of the University, the duties of that office shall be performed by any vice president designated by the President of the University, or in the absence of such designation, by the Board, or in the absence of either such designation, by the Provost.

Section 4. Files for University Policies, Executive Orders, and Delegations of Authority

All Governing Policies of the University, or Executive Orders of the President of the University, or delegations of general authority promulgated by the President of the University shall be filed by subject matter with the Secretary of the Board, and indexed, and unless otherwise specified shall be effective from the time of such filing until changed, modified or repealed by the President of the University or by the Board.

G1.01-11 Article XI: The Board's Relationship to the Faculty

Section 1. Definition

The Faculty shall consist of those covered by the provisions of the Faculty Handbook and who are responsible for teaching, scholarship, research, creative activity, and service. The Faculty may include the President and academic administrators if they hold faculty rank.

Section 2. Powers

The University Faculty shall have such organization and exercise such delegated authority as the Board shall from time to time establish. In this regard, the faculty shall have the power to:

- a. Exercise such powers of shared governance permitted by law, as may be delegated by the Board in the Faculty Handbook, as amended from time to time, and approved by the President of the University and the Board;
- b. Formulate and adopt its own constitution and Bylaws, subject to approval by the Board;
- c. Formulate rules governing the general conduct of students within the classroom and deny students who are unduly disruptive the right to attend class;
- d. Make rules for the grading and classification of student and for the award of University honors and prizes;

- e. Make rules for the admission of special students to the University, subject to approval by the Board;
- f. Make recommendations to the several heads of departments concerning administration of their respective departments;
- g. Advise the President of the University upon matters which he brings before it;
- h. Develop the necessary curriculum or alterations in existing curriculum within each discipline to implement all University programs approved by the Board, subject to approval by the President of the University and the Board.

Section 3. Presidential Veto Power

The President of the University shall possess the veto power over all action of the faculty, its committees, or subdivisions.

G1.01-12 Article XII: Conflict of Interest

Section 1. Definition

A conflict of interest occurs when any Governor has existing or potential interests that compete or could compete with the interests of the University, or which impair or might reasonably impair such Governor's independent, unbiased judgment in the discharge of his/her responsibilities.

Section 2. Prohibited Acts

A Governor shall refrain from taking any action relating to the University of any nature whatsoever prohibited by Mo. Rev. Stat. § 105.450, et seq., (1991), commonly called the "Conflicts of Interest Statutes of 1991", or prohibited by the Bylaws or by policy resolutions enacted by the Board, or when the Governor has a conflict of interest created by his/her direct or indirect financial property, business, political, family, associates or other personal interest, to wit:

- a. **Business, Financial or Property Interests**
A Governor shall avoid entering into or maintaining any business or financial interests, transactions, acquisition or sale of property interests which are or may be in conflict with those of the University; or,
- b. **Disclosing Confidential Information**
A Governor shall refrain from using confidential information obtained as a Governor in any manner with intent to result in financial gain for himself or any other person, or any business with which he is associated; or
- c. **Contracts**
A Governor shall avoid any interest, direct or indirect, in any contract for the purchase of land, buildings, supplies or services for the University; or,
- d. **Gifts**
A Governor shall not accept gifts or benefits from any person holding contracts for supplies or services to the University, or from any bidder on contracts for such services or supplies. However, this provision shall not apply to acceptance of gifts, benefits, gratuities, amenities, or favors based on obvious family, friendship, or personal relationships where the circumstances make it clear that it is those relationships rather than the business of the University, which are the motivating factors; or
- e. **Family or Associates Relationships**
A Governor shall avoid all appearances of impropriety in all actions, and particularly should not allow conduct, or judgments or actions to be influenced by family or

associates relationships. The term "family" is defined as spouse, parents, grandparents, siblings, children, aunts and uncles or others living in the Governor's household. The term "associates" is defined as any organization, corporation, partnership, or joint venture in which the Governor is an officer, director, employee, member, partner, trustee, controlling stockholder or consultant; or

f. Political Considerations

The Board of Governors is not a political forum. Therefore, a Governor shall avoid any action in connection with University affairs which might reasonably be perceived as an attempt to advance or enhance any political party, political cause, or political aspirations of any person. If any conflict exists between the statute and these Bylaws, or policy resolutions of the Board, the statute shall be controlling.

Section 3. Disclosure

a. Duty to Disclose; Timing

Whenever any conflict of interest appears to exist after taking oath of office, the Governor shall immediately fully disclose that conflict to the Board and to the President of the University. In no event shall such disclosure be delayed longer than seventy two (72) hours prior to consideration of the matter by the Board.

b. Uncertainty as to Conflict

Any Governor who is uncertain whether a conflict of interest may exist in any matter, whether such conflict is his own or that of another, may request the disinterested members of the Board who are present to resolve the issues of whether the conflict exists and is material to the particular matter being considered, by unanimous vote, with the affected member abstaining from voting.

c. Procedures for Disclosure

The following procedures shall be observed in resolving all disclosures:

- a. The interested member shall disclose any significant facts within his or her knowledge which indicate that the matter might adversely affect the University; then briefly state his or her position on the particular matter and answer pertinent questions; and shall refrain from exerting in any manner, his or her personal influence over the decision of such matter; and, if requested by the Chair of the Board, the interested member shall be absent from all discussions, recommendations, determinations and decisions concerning the particular matter; and, the Board and/or committee shall take no action on the matter unless and until a quorum of disinterested members is present; and, the interested member shall not vote on the particular matter.
- b. The interested member may voluntarily recuse himself or herself from Board deliberations or actions if the member believes that a duality or conflict of interest exists with respect to any such deliberations or actions. Any such voluntary refusal shall not release the member from making full disclosure.

G1.01-13 Article XIII: Miscellaneous

Section 1. Amendments

Amendments and/or repeal of the Bylaws may be adopted by a majority of all members of the Board at a meeting for such purpose; provided (1) that notice of such proposed action shall have been given by resolution at a previous meeting, said notice to contain a statement of the proposed

amendment or repeal; or (2) that written notice, containing a statement of the proposed amendment, repeal or addition, shall have been served on each member of the Board of Governors at least thirty (30) days prior to the meeting at which such amendment, repeal or addition shall be voted upon.

Section 2. Prior Instruments

All Bylaws adopted by the Board prior to the date hereof are hereby nullified and superseded.

Section 3. Conflicts

In the event of a conflict between these Bylaws and any other University instrument and/or document, these Bylaws shall control.

Section 4. Construction

Wherever the masculine gender is used herein it shall be deemed to include the feminine, and vice versa.

XV.B.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BOARD POLICIES NO. 136-25
Approval of Revisions to G1.02
Conflict of Interest and Financial
Disclosure

WHEREAS, on December 31, 1999, the Board of Governors (“BOG”) initially approved its policy governing conflicts of interest and financial disclosures, entitled G1.02 Conflict of Interest and Financial Disclosure (“Policy”), and amended said policy on April 20, 2001, and again on June 21, 2024;

WHEREAS, certain revisions should be made to the Policy to update its language and disclosure reporting requirements;

WHEREAS, Administration recommends approval of the revised Policy by the BOG.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for Missouri State University that the new governing policy G1.02 Conflict of Interest and Financial Disclosure Policy is hereby approved and shall replace and supersede the existing version of this Policy.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

The policy continues to be applicable to all employees, including staff, faculty, and contracted employees (e.g. athletic coaches).

Paragraph 4 was broadened to require all full-time Employees disclose outside interests. Disclosure must be completed within the first thirty (30) days of hire, and then on an annual basis each January thereafter. All other processes remain the same.

Conflict of Interest and Financial Disclosure Policy

G1.02 Conflict of Interest and Financial Disclosure

1. Purpose

All members of the Board of Governors and University employees (faculty and staff) are expected to understand and abide by Missouri statutory requirements conflicts of interest and to avoid situations which may have the appearance of a conflict of interest. The purpose of this policy is to define potential conflicts of interest as they pertain to University employees and to prescribe a policy for the disclosure and evaluation of possible conflicts of interest.

The process for members of the Board of Governors to disclose conflicts of interest is delineated in Article XII of [G1.01 Bylaws of the Board of Governors](#).

2. Definitions

Unless the context clearly requires otherwise, the following terms used in this policy shall mean:

Business with which he/she is associated

Any sole proprietorship owned by the person, their spouse, or any dependent child in their custody;

Any partnership or joint venture in which the person, or their spouse, is a partner, and any corporation or limited partnership in which he/she is an officer or director or of which the person, their spouse, or dependent child in their custody, whether singularly or collectively, owns in excess of ten percent (10%) of the outstanding shares of any class of stock or partnership units; or

Conflict of interest

A situation in which an Employee allows improper outside influences on institutionally related decisions or activities or uses their position or the property of the University for their personal financial or political gain.

Dependent child, or dependent child in their custody

All children, stepchildren, foster children, and wards, under the age of eighteen (18) residing in an Employee's household who receive in excess of fifty percent (50%) of their support from said Employee.

Employee

Any person employed by the University on either a full-time or part-time basis, including contracted employees (e.g. athletic coaches). Employee includes both faculty and staff.

Employee with delegated budgetary or contracting authority

An Employee to whom has been delegated budgetary or contracting authority, as defined by [G1.18 Contract Authorization Policy](#) and/or [Op8.05 Delegation of Contracting Authority](#).

Substantial interest

Ownership by an Employee , their spouse, or dependent children, whether singularly or collectively, directly or indirectly, of ten percent (10%) or more of any business entity or of an interest having a value of Ten Thousand Dollars (\$10,000.00) or more, or the receipt by such an individual, their spouse, or their dependent children, whether singularly or collectively, of a salary, gratuity, or other compensation or remuneration of Five Thousand Dollars (\$5,000.00), or more, per year from any individual, partnership, organization, or association within any calendar year.

Substantial personal or private interest in any measure or action

Any interest in a measure or action (e.g., budgetary decision, contract, expenditure etc.) which results from a substantial interest in a business entity.

University

Missouri State University.

3. General Policy

No Employee of the University shall:

Outside Interests

Knowingly engage in any outside matters of financial interest incompatible with the impartial, objective, and effective performance of their University duties. They shall not use their decision-making authority to realize personal or political gain in any form or which would improperly influence the conduct of their University duties. They shall not knowingly use University property, funds, position or power for personal or political gain.

Use of Confidential Information

Use confidential information obtained in the course of or by reason of employment in any manner, with intent to result in financial or political gain for the Employee, their spouse, dependent child in their custody, or any business with which they are associated.

Disclosure of Confidential Information

Disclose confidential information obtained in the course of or by reason of their employment or official capacity in any manner with intent to result in financial or political gain for the Employee or any other person.

Financial or Political Gain

Use their decision-making authority for the purpose of obtaining a financial or political gain which materially enriches themselves, their spouse, or dependent children, by acting or refraining from acting for the purpose of coercing or extorting from another anything of actual pecuniary value.

Selling, Renting, Leasing of Property

Participate in any matter, directly or indirectly, in which they attempt to influence any decision of the University, when they know the result of such decision may be the acceptance of the performance of a service, or the sale, rental, or lease of any property to the University for consideration in excess of Five Hundred Dollars (\$500.00) value per annum to themselves, to their spouse, to a dependent child in their custody, or to any business with which they are associated, unless the transaction is made pursuant to an award on a contract let or sale made after public notice and in the case of property other than real property, competitive bidding, provided that the bid or offer accepted is the lowest received and in all such cases the Governor or Employee shall disclose their personal interest and abstain from any consideration or decision on any vote taken on any of such matters.

Outside Compensation

Perform any services during the time of their office, appointment or employment for any consideration from any person, firm or corporation, other than the compensation provided for the performance of their official duties, by which service they attempt to influence a decision of the University.

The Employees of the University are hired to perform professional and skilled duties. Any outside employment or business interests must be clearly subordinate to and not interfere with the Employee's obligations to the University.

Except during the summer when they are not under contract to the University, a full-time faculty member who engages in outside activities for which they are remunerated must report each such activity to their Academic Unit Head prior to, when possible, the commencement of the activity. If in the Academic Unit Head's judgment the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest, it is the responsibility of the Academic Unit Head to discuss and attempt to resolve the problem with the faculty member. The Academic Unit Head must identify the specific nature and extent of the

faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the College Dean who will attempt to reach a resolution satisfactory to both the individual and the administration. If resolution is not possible at the college level, the Provost will make a final determination.

Because University faculty members are hired primarily to teach, outside teaching by full-time faculty members is permitted only with the knowledge of and written consent of the Provost, except during the summer when University faculty members are not under contract.

Faculty Consultation Activity

Consultation by the faculty, whether income-producing or otherwise, is the application of professional and scholarly expertise in the external community. It is a significant means of professional improvement as well as a form of community service. However, consultation may, in some instances, also constitute a business interest requiring disclosure and approval when the entity for which the faculty member consults also transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University. It is the policy of the University to permit consulting activities that:

1. are related to the professional interest and development of the faculty member or other exempt person;
2. do not interfere with regular duties;
3. do not utilize University materials, facilities or resources except as specifically authorized by the appropriate dean;
4. do not compete with the work of the University, and are not otherwise contrary to the best interest of the University;
5. do not violate federal or state law; and
6. do not represent a conflict of interest under other policies of the University.

Each department shall make an annual report to the Provost indicating the aggregate time and the nature of the service performed for each individual engaged in consulting. Any potential conflict of interest shall be reviewed by the Director for Internal Audit and Risk Management. These reports shall be transmitted annually to the President.

Prohibited Services after Termination of Office or Employment

No Employee shall:

1. Perform any service for consideration, during one year after termination of their office, appointment or employment, by which performance they attempt to influence a

decision of the University, except that this provision shall not be construed to prohibit any person from performing such service, and receiving compensation therefore, in any adversary proceeding or in the preparation or filing of any public document or to prohibit an Employee from being employed by any other department, division or agency of the executive branch of state government.

2. Perform any service for any consideration for any person, firm or corporation after termination of their office or employment in relation to any case, decision, proceeding or application with respect to which they were directly concerned or in which they personally participated during the period of their service or employment.

Receipt of Gifts Policy

No Employee should accept any personal gifts or favors exceeding the amount provided in § 105.485.2(8) R.S.MO., as amended, (currently \$200) in monetary value in any calendar year from any single person, company, or firm which transacts, or wishes to transact, business with the University. This is not intended to be applicable to meals/functions conducted at the initiative of the University and involving University purposes or business, or to compensation or fringe benefits provided by the University. Any exception to this policy requires the written approval of the Employee's supervisor and vice president (if applicable), based on a written explanation for the requested exception.

4. Disclosing Outside Interests

Within the first thirty (30) days of hire, and then on an annual basis each January thereafter, each full-time Employee must complete an Outside Activities and Conflicts of Interest disclosure form. In addition, at any time during employment where conflict of interest appears to exist, the employee shall immediately fully disclose the conflict to the Director for Internal Audit and Risk Management through the Outside Activities and Conflicts of Interest disclosure form. The Office of Internal Audit and Risk Management shall be responsible for ensuring compliance with completion of the disclosure form.

Upon receipt of the disclosure form, the Director for Internal Audit and Risk Management shall review the forms for any potential conflict of interest. If a possible conflict is determined to exist, the Director for Internal Audit and Risk Management, or appointed designee, shall forward the disclosure form to the Employee's supervisor. The supervisor must investigate the possible conflict and attempt to make a determination if a conflict exists within 20 days from determination of a possible conflict. The supervisor shall provide their conclusions in writing to the Director for Internal Audit and Risk Management.

On an annual basis, each Faculty member must complete the Outside Activities and Conflicts of Interest disclosure form. Faculty outside activities and conflicts of interest will be handled pursuant to this policy and Section 10 of the Faculty Handbook.

Additional disclosures may be required when applying for grants or other external funding sources for the purpose of research and development.

Full-time Employee Duty to Disclose; Timing

Whenever any conflict of interest appears to exist at any time during employment, the Employee shall immediately fully disclose that conflict to the Director for Internal Audit and Risk Management. The Director for Internal Audit and Risk Management shall then forward the Disclosure Form to the Employee's supervisor. The supervisor must investigate the possible conflict and attempt to make a determination if a conflict exists within twenty (20) days from determination of a possible conflict. The supervisor shall provide their conclusions to the Director for Internal Audit and Risk Management.

Waivers

If it is determined that a conflict exists or may exist, a waiver may be requested by the Employee. A copy of the waiver request form may be requested from the Director of Internal Audit and Risk Management. Upon receipt of the waiver request, the Director of Internal Audit and Risk Management, in consultation with the General Counsel & Vice President for Legal Affairs & Compliance, shall determine whether the waiver will be granted or denied based on the competitive nature of the procurement and/or the contracting process, or other controls applied to ensure no undue influence will be applied to university transactions.

5. No Discrimination for Filing Reports

No person with supervisory authority shall discipline, discharge, threaten, retaliate or otherwise discriminate against a person or employee acting on behalf of a person, regarding compensation, terms, conditions, location, or privileges of employment because:

1. The person or employee acting on behalf of the person reports or is about to report, verbally or in writing, a violation or suspected violation of this policy or of law.
2. A person or employee acting on behalf of the person is requested by the Missouri Ethics Commission to participate in an investigation, hearing, or inquiry held by the Commission or any related court action.

6. Personal Financial Interest Statements

Members of the Board of Governors, the President of the University, the Vice Presidents identified above, the Treasurer, the Purchasing Officer, and any other persons identified in the

minutes of the Board of Governors as decision-making public servants, are required to file personal financial interest statements prescribed by Mo. Rev. Stat. § 105.483. The President of the University may designate additional employees as decision-making public servants through Op8.05 Delegation of Contracting Authority Memorandum. The financial interest statements, as required by law, are to be filed with the Missouri Ethics Commission on an annual basis not later than the first (1st) day of May in each year, after January 1, 1993, and with the Secretary of State prior to that time.

7. Nepotism

No Governor, officer, faculty member, or employee shall participate, either directly or indirectly, in a decision to appoint or hire an employee of the University, either part-time or full-time, who is related to such person within the fourth degree of consanguinity (blood) or affinity (marriage). It also shall be a violation of this policy for an employee to supervise, either directly or indirectly, the work of another employee who is related within such fourth (4th) degree, unless the supervisory role is specifically approved by the President of the University

8. Limitation on Gift Acceptance

An Employee shall not accept gifts or benefits from any person holding contracts for supplies or services to the University, or from any bidder on contracts for such services or supplies.

However, this provision shall not apply to acceptance of gifts, benefits, gratuities, amenities, or favors based on obvious family, friendship, or personal relationships where the circumstances make it clear that it is those relationships rather than the business of the University, which are the motivating factors.

9. Transactions with Students

Instructors

Textbooks, tapes, software and other materials authored by the course instructor may be assigned to be purchased by students for a course taught by the author if the royalties arising from the purchase of the assigned materials are returned to the University, another educational institution, a charitable organization, or a not-for-profit foundation. Any proceeds from other University uses of such materials, such as purchase by the library, shall be the property of the faculty member.

10. Stationery

While not a conflict of interest, official University stationery may not be used in outside business, personal and other private or political activities of employees.

11. Logo

While not a conflict of interest, it is a violation of University policy to employ the name of the University or any of its graphic identification symbols in printed materials intended to endorse or promote individual enterprises or to otherwise enhance private gain without the written permission of the University President.

Line of authority

Responsible administrator and office: Director of Internal Audit & Risk Management

Contact person in that office: Director of Internal Audit & Risk Management

Effective date

Approved by Board of Governors: June 21, 2024

XV.C.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ADMINISTRATION NO. 58-25

Approval of the 2025-2030 Strategic Plan

WHEREAS, development of the 2025-2030 strategic plan was led by the Strategic Planning Committee with assistance from Dr. John Welty, a consultant affiliated with the American Association of State Colleges and Universities; and

WHEREAS, the plan was developed with extensive input from students, faculty, staff, alumni and friends, community and business leaders, and elected officials through 18 small group sessions and four interactive workshops; and

WHEREAS, based on input from the aforementioned groups, the plan focuses on five goal areas: academic opportunities and innovation, branding and identity, community partnerships and economic development, institution of choice for students and employees, and student and alumni experience; and

WHEREAS, five goal work groups comprised of students, faculty, staff, and alumni developed the goal statements, metrics, strategies, tactics, and suggested actions included in the plan; and

WHEREAS, the plan will move the university toward fulfillment of the vision of becoming the nation's leading public affairs university, delivering on its mission by cultivating civic responsibility and igniting social and economic mobility, and is therefore titled, "Igniting Opportunity;" and

WHEREAS, the final draft of the plan is now presented for approval by the Board of Governors;

NOW BE IT RESOLVED by the Board of Governors for Missouri State University that the 2025-2030 Strategic Plan, as presented by the Strategic Planning Committee's leadership team, be accepted and approved.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

XV.D.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ADMINISTRATION NO. 57-24a
Approval of Revisions to the 2025
Meeting Schedule of Missouri
State University Board of
Governors

WHEREAS, the Bylaws of the Board of Governors provide that the Board may establish a regular meeting schedule as it deems appropriate; and

WHEREAS, the Board of Governors previously approved a meeting schedule for calendar year 2025 on June 21, 2024 (Administration No. 57-24); and

WHEREAS, it has been determined that the previously approved meeting schedule needs to be revised;

THEREFORE, BE IT RESOLVED that the Board of Governors for Missouri State University approve the attached revised schedule of meetings for calendar year 2025.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

COMMENTS:

Revisions to the schedule include:

- Addition of August retreat location
- Addition of October meeting date and revisions to meeting time

**MISSOURI STATE UNIVERSITY
BOARD OF GOVERNORS
2025 MEETING SCHEDULE**

Date	Time	Location	Notes
Friday, February 21	8:30 a.m.	Springfield	Board Committee meetings held the afternoon before.
Thursday, May 8	1:00 p.m.	Springfield	Board Committee meetings held earlier in the morning. Commencement ceremonies on May 9 in Springfield and May 10 in West Plains.
Friday, June 13	8:30 a.m.	West Plains	Board Committee meetings held the afternoon before.
Thursday and Friday, August 7-8	8/7 – 1:00 p.m. 8/8 – 8:30 a.m.	Branson	Two-day retreat.
Friday, October 3	8:30 a.m.	Springfield	Board Committee meetings held the afternoon before.
Thursday, December 11	1:00 p.m.	Springfield	Board Committee meetings held earlier in the morning. Commencement ceremonies on December 12.

MISSOURI STATE UNIVERSITY
BOARD OF GOVERNORS EXECUTIVE COMMITTEE
2025 MEETING SCHEDULE

Date	Time	Location
Wednesday, January 15	4:00 p.m.	Zoom webinar
Wednesday, March 19	4:00 p.m.	Zoom webinar
Wednesday, April 16	4:00 p.m.	Zoom webinar
Wednesday, July 16	4:00 p.m.	Zoom webinar
Wednesday, September 17	4:00 p.m.	Zoom webinar
Wednesday, November 19	4:00 p.m.	Zoom webinar

Executive Committee meetings are scheduled for months when no regular Board of Governors meeting is scheduled. If there are no action items needing immediate approval, Executive Committee meetings may be canceled.

XVI.A.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ADMINISTRATION NO. 59-25
Approval of the 2026 Meeting
Schedule of Missouri State
University Board of Governors

WHEREAS, the Bylaws of the Board of Governors provide that the Board may establish a regular meeting schedule as it deems appropriate; and

WHEREAS, the Board of Governors has requested a schedule, when possible, of having the Board Committees meet in the afternoon or morning prior to the regular Board meeting.

THEREFORE, BE IT RESOLVED that the Board of Governors for Missouri State University approve the attached schedule of meetings for calendar year 2026.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

**MISSOURI STATE UNIVERSITY
BOARD OF GOVERNORS
2026 MEETING SCHEDULE**

Date	Time	Location	Notes
Friday, February 20	8:30 a.m.	Springfield	Board Committee meetings held the afternoon before.
Thursday, May 7	1:00 p.m.	Springfield	Board Committee meetings held earlier in the morning. Commencement ceremonies on May 8 in Springfield and May 9 in West Plains.
Friday, June 26	8:30 a.m.	West Plains	Board Committee meetings held the afternoon before.
Thursday and Friday, August 6-7	8/6 – 1:00 p.m. 8/7 – 8:30 a.m.	TBA	Two-day retreat.
Friday, October 16	8:30 a.m.	Springfield	Board Committee meetings held the afternoon before.
Thursday, December 10	1:00 p.m.	Springfield	Board Committee meetings held earlier in the morning. Commencement ceremonies on December 11.

MISSOURI STATE UNIVERSITY
BOARD OF GOVERNORS EXECUTIVE COMMITTEE
2026 MEETING SCHEDULE

Date	Time	Location
Wednesday, January 21	4:00 p.m.	Zoom webinar
Wednesday, March 18	4:00 p.m.	Zoom webinar
Wednesday, April 15	4:00 p.m.	Zoom webinar
Wednesday, July 15	4:00 p.m.	Zoom webinar
Wednesday, September 16	4:00 p.m.	Zoom webinar
Wednesday, November 18	4:00 p.m.	Zoom webinar

Executive Committee meetings are scheduled for months when no regular Board of Governors meeting is scheduled. If there are no action items needing immediate approval, Executive Committee meetings may be canceled.

XVI.B.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

RECOGNITION NO. 34-25

Approval to Resolution
of Recognition for
Dr. Dennis Lancaster

WHEREAS, Dr. Dennis Lancaster has served Missouri State University-West Plains for more than three decades; and

WHEREAS, Dr. Lancaster's career has spanned multiple roles, each contributing to the growth and success of the campus; and

WHEREAS, during Dr. Lancaster's tenure as chancellor, he played a pivotal role in advancing Missouri State University-West Plains through numerous initiatives and developments. Under his leadership, the university introduced new academic and student support programs, including the Terry L. "Bo" Pace Welding Program, the TJ Swift House ASCEND Program, and the addition of a music program. Campus facilities saw significant enhancements, including the establishment of the Pace Industrial Science Center, the Gammill Simulation Lab, Fowler Lecture Hall, the Ozark Heritage Research Center, the Neurodiversity and Autism Center, the International Commons, the Wulff-Risner Agriculture Science Center, and the John W. Phillips Grizzly Lofts. Additionally, the University expanded Grizzly athletics with the additions of Grizzly Esports, Grizzly Softball, Grizzly Baseball, and Grizzly Rodeo.

WHEREAS, Dr. Lancaster's impact on Missouri State University-West Plains is immeasurable. His passion for student success, innovative approach to academic programming, and deep commitment to the community have shaped the campus into a thriving institution.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governor, faculty, staff, students, and administrators of Missouri State University, along with his past and current colleagues, acknowledge and thank Dr. Dennis Lancaster his service and commitment to Missouri State University-West Plains.

Tim Francka
Board Chair

Passed at meeting of
June 13, 2025

Rowena Stone
Secretary to the Board

XVII.

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to the [revised statutes of the State of Missouri 610.021](#):

- A. R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”
- B. R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”
- C. R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”
- D. R.S.Mo. 610.021(6). “Scholastic probation, expulsion, or graduation of identifiable individuals...”
- E. R.S.Mo. 610.021(9). “Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;”
- F. R.S. Mo. 610.021(11) and (12). “Specifications for competitive bidding...;” and “Sealed bids and related documents...;”
- G. R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”
- H. R.S.Mo. 610.021(14). “Records which are protected from disclosure by law;” and
- I. R.S.Mo. 610.021(18). “Confidential or privileged communications between a public governmental body and its auditor,...”